



2019 Draft Budget Discussions

Tuesday February 19, 2019
Wednesday February 20, 2019

Budget Meeting to begin immediately
following the February 19th Regular
Council Meeting and continuing
February 20th as needed

Lunch will be provided each day



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2019 Budget Introduction Notes:

The following draft budget outlines the proposed SDG County's 2019 activities. Our strong financial position continues which provides Council with budget and project options. The following draft 2019 budget currently results in:


- **2.0% decrease** in County property tax rates,
- Including the assessment increase, County taxes for an **average residential property will decrease \$3.00 or 0.2%**,
- 2019 County taxation totals \$47,931,220; an increase of \$1,488,720 or 3.2% from 2018,
- This increase in total tax dollars is summarized as follows;

	2019 Change
Health & Social Services	\$ 455,993
Transportation Services	323,213
Planning Services	241,702
Police Services	175,569
OMPF Funding	164,290
Economic Development/Tourism	134,752
Library Services	113,170
IT Services	81,670
Court Division	62,628
Council & Committees	40,502
Corporate Services	(10,618)
Surplus & Tax Changes	(21,500)
Office Complex	(36,794)
Finance Division	(235,857)
Net Change in Taxation	\$ 1,488,720

- 1% change in the tax levy = \$465,000,
- In 2019 an average SDG residential property's assessment is \$215,903; increasing 1.9% from 2018 at \$211,971.
- Provincially established education tax rates are not yet known for 2019.

Actual 2018 Values:

All actual 2018 values reported in this document are final amounts except for the costs of Social Services, Social Housing, Land Ambulance, and GlenStorDun Lodge which are not yet available. These costs have been invoiced to the County based on the City of Cornwall's approved 2018 budget. When the 2018 information becomes available, the reconciliation to budget will be reported to County Council. The Tax Rate Stabilization



Reserve has been established to accommodate any potential budget overruns that may occur.

In 2018, the county submitted an application for OCIF Top-Up funding to be used towards the cost of the Avondale Bridge replacement on SDG Road 25. It is expected that the province will make their funding decision soon and then notify the County. Since the project costs occurred in 2018, the funding would also be recorded into 2018 if approved. This potential funding is \$108,871 and this transaction is the sole unknown item that could affect the County's general surplus.

The county continued its strong financial position and completed 2018 with a general surplus of \$698,057. This amount was transferred to the Tax Rate Stabilization Reserve as Council approved on January 21, 2019. If the potential OCIF funding described above is approved, it would become part of the year's surplus and also be transferred to this reserve. SDG County continues to maintain a solid level of reserves and does not carry any debt.

County Support Services:

Amounts under County Support Services are included in each department and reflect internal charges for costs/time incurred as departments provide services to other county departments. These internal support costs include office space, liability insurance, payroll & accounts payable processing, postage, and IT services. The province required support-cost allocation many years ago under their Municipal Performance Measurement Program (MPMP). Although the province no longer requires this process, SDG County continues to allocate some support costs in order to accurately record the full cost of Court Services. Court Services' net revenue is shared with the City of Cornwall and all actual costs must be recorded in order to reconcile the correct net revenue for the City of Cornwall and SDG County.

Federal/Provincial Funding:

The following chart summarizes the funding from other levels of government. The 2019 funding totals \$4.3 million; compared to \$5.6 million 5-years ago, \$14.6 million 10-years ago, and \$17.8 million 20-years ago. Reduced funding from other levels of government increases the pressure on local property taxes. OMPF funding in 2019 is not yet known.

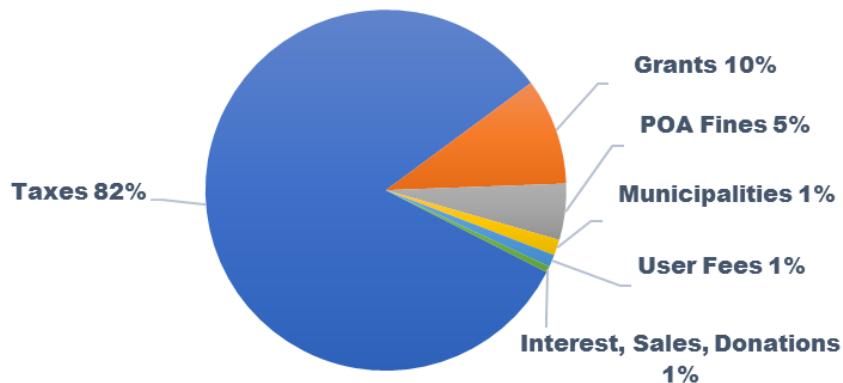
Federal/Provincial Funding Summary

	2017	2018	2019
OMPF	\$ 1,574,800	\$ 1,338,600	\$ 1,137,810 ?
OCIF	\$ 421,000	\$ 597,840	\$ 925,597
OCIF Topup	\$ 980,000	\$ 108,871 ?	\$ -
FCM	\$ -	\$ 50,000	\$ -
Policing RIDE	\$ 15,568	\$ 15,518	\$ 15,471
Court Security funding	\$ 52,913	\$ 76,935	\$ -
Cannabis Funding	\$ -	\$ -	\$ 36,871
French Training	\$ 2,700	\$ -	\$ -
Clean Water Fund	\$ 75,000	\$ -	\$ -
RED (Roads)	\$ -	\$ -	\$ 67,500
Gas Tax	\$ 2,005,747	\$ 2,064,706	\$ 1,982,600
Library Operating Funding	\$ 131,761	\$ 131,761	\$ 131,761
Library Capacity Grant	\$ 24,032	\$ 29,116	\$ -
Library Service Ontario	\$ 6,375	\$ 6,375	\$ -
Library Student Funding	\$ 12,744	\$ 8,624	\$ -
Tourism Student Funding	\$ -	\$ 8,400	\$ -
Tourism Ontario 150 Grant	\$ 62,805	\$ -	\$ -
	\$ 5,365,445	\$ 4,436,746	\$ 4,297,610

Municipal Revenue:

Consistent with most municipalities, SDG County's main source of revenue is property taxes. As discussed above, as funding opportunities are eliminated or reduced, property taxes increase and taxation currently accounts for 82% of our total revenue.

Revenue Sources



Assessment:

Ontario property assessment values are updated every four years and are currently based on 2016 sales data as determined by the Municipal Property Assessment Corporation (MPAC). Increases to assessment values are phased-in over four years, the current cycle being 2017 to 2020. There are almost 38,000 properties in SDG and the total 2019 assessment increased 6.5% from 2018; with a similar increase expected for 2020. An average residential single-family detached property's assessment is \$215,903 in 2019; increasing from \$211,971 in 2018 or 1.9%. The tax revenue from new growth during 2018 is \$530,000.

Rate of Inflation:

The approved 2018 budget resulted in an increase in county property taxes of 1.7% on the average residential property, including its assessment increase. Council targeted the 1.7% in order to equal Statistics Canada's rate of inflation for the previous year, 2017. The 2018 year's rate of inflation is 2.4% as recently published by Statistics Canada.

Based on this current draft budget, County taxes on an average residential property will decrease \$3 or 0.2%. If Council wish to continue to aim at an increase equal to the inflation rate, \$1,250,000 could be added to the current budget resulting in an increase of 2.4% or \$30 on the average residential property. The impact of other changes to the current draft budget are summarized in the following chart.

2019 Impact of Budget Changes

Change	Value	Change on Average Residential Property	
		Dollars	Percentage
Deduct	-\$500,000	-\$16	-1.3%
Current Draft Budget	\$0	-\$3	-0.2%
Add	\$115,000 ^a	\$0	0.0%
Add	\$500,000	\$10	0.8%
Add	\$600,000	\$13	1.0%
Add	\$1,000,000	\$19	1.6%
Add	\$1,250,000 ^b	\$30	2.4%
Add	\$2,000,000	\$49	3.9%

^a Increase to equal property's same taxes as 2018

^b Increase to equal 2.4% inflation on property's taxes

Current Budget Snapshot:

Assessment X Tax Rate = Property Taxes					
	2018	2019	Change \$	Change %	
County Total Tax Dollars	\$ 46,442,500	\$ 47,931,220	\$ 1,488,720	3.2%	
Residential Tax Rate	0.005912	0.005791	-0.000121	-2.0%	
<hr/>					
\$ 100,000 Residential	\$ 591	\$ 579	\$ (12)	-2.0%	
<hr/>					
Average Residential Assm't	\$ 211,971	\$ 215,903	\$ 3,932	1.9%	
County Taxes	\$ 1,253	\$ 1,250	\$ (3)	-0.2%	
<hr/>					
Taxes on \$211,971 Assm't	\$ 1,253	\$ 1,228			
Taxes on Assm't Increase to \$215,903		\$ 23			
Total County Taxes		\$ 1,250	\$ (3)	-0.2%	

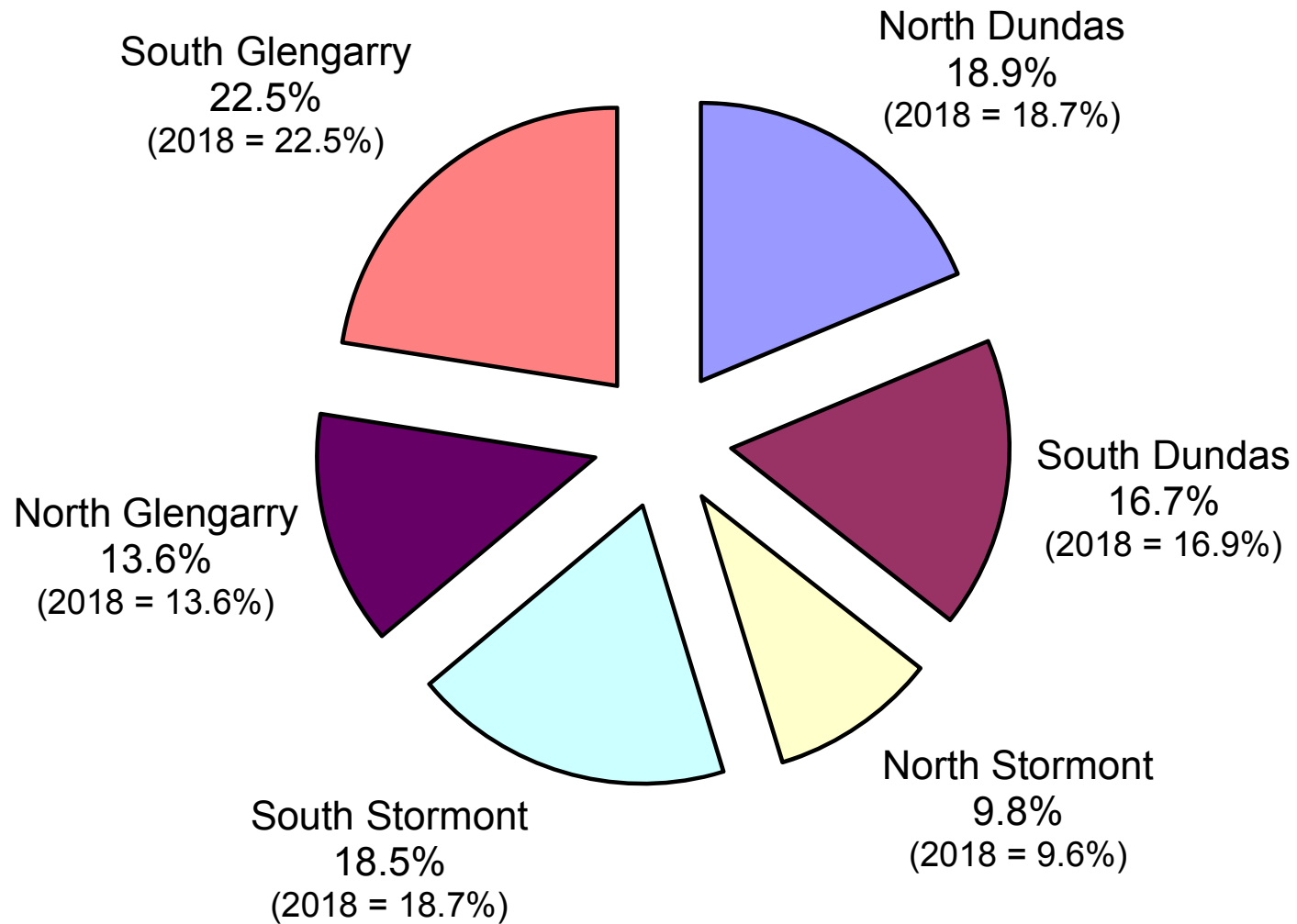
Questions:

Each Department Director has prepared their respective department budgets and have also included reports describing key 2018 accomplishments/activities, variances, 2019 budget impacts and budget options. If you have any questions while reviewing this document or would like specific data researched, please do not hesitate to contact the CAO or any Department Director at their contact listed below:

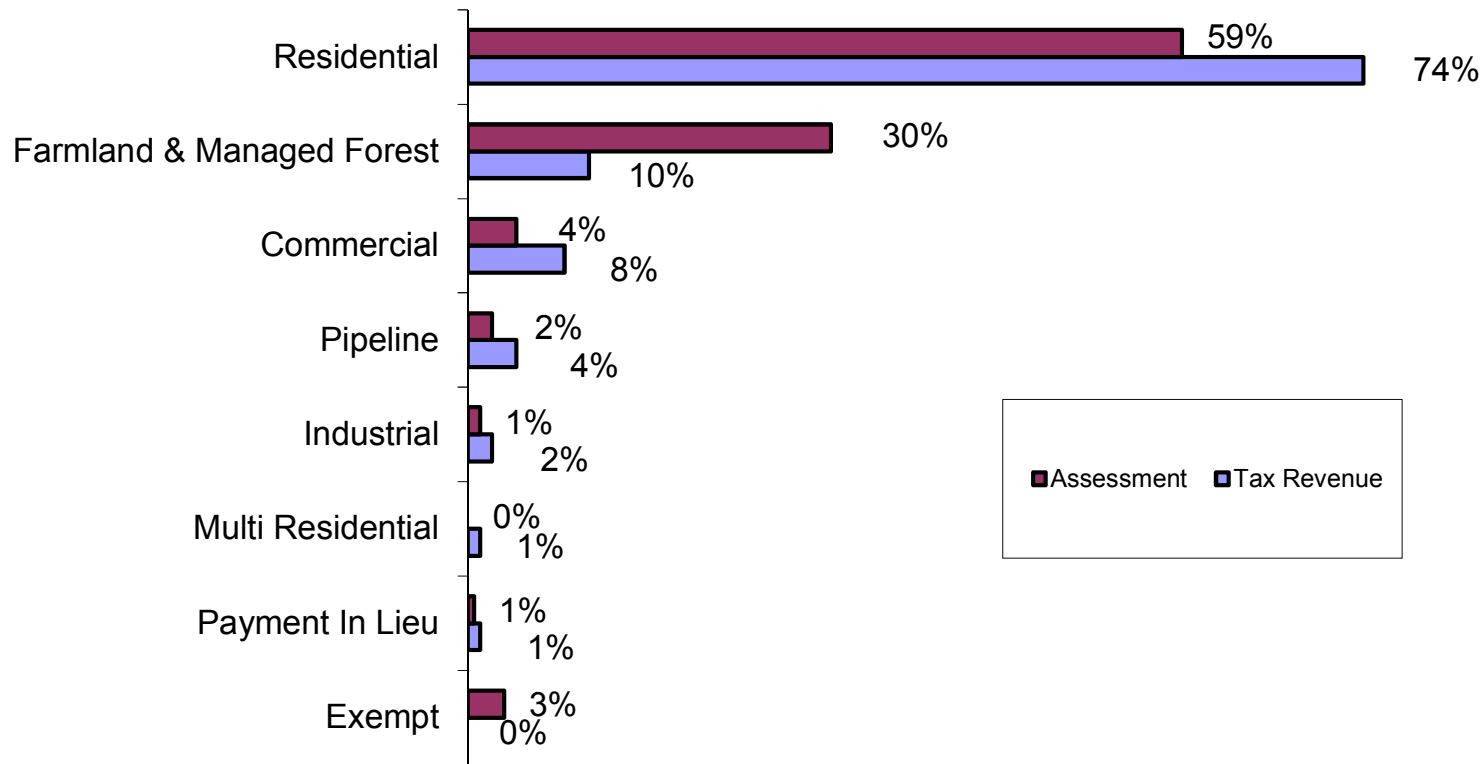
Phone # 613-932-1515 for all:

Tim Simpson, ext 202, tsimpson@sdgcounties.ca
Helen Thomson, ext 203, hthomson@sdgcounties.ca
Karen Franklin, ext 211, kfranklin@sdglibrary.ca
Ben de Haan, ext 262, bdehaan@sdgcounties.ca
Vanessa Metcalfe, ext 206, vmetcalfe@sdgcounties.ca

Proportion of Taxable Assessment 2019

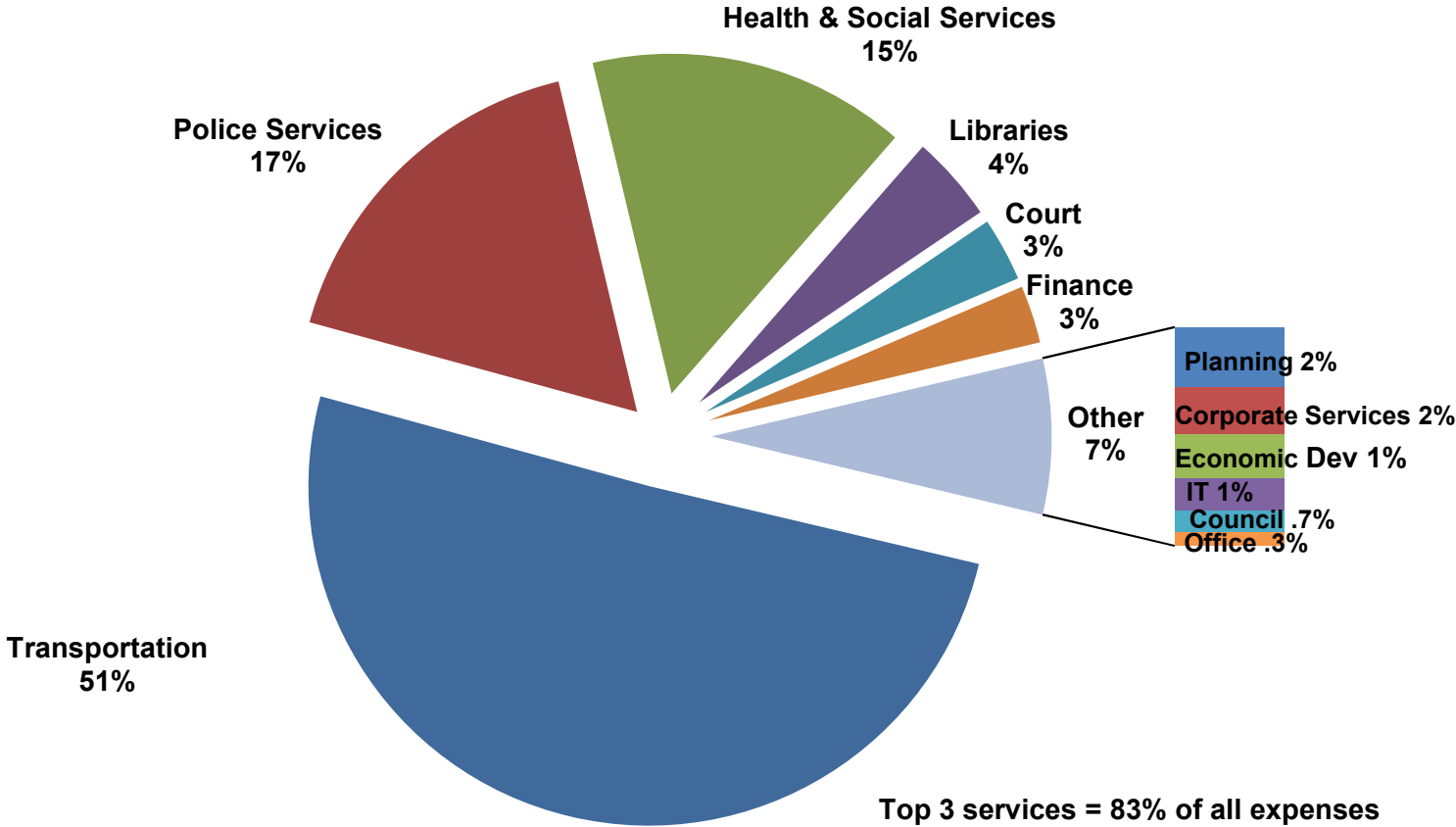


Assessment & Tax Revenue by Property Class 2019

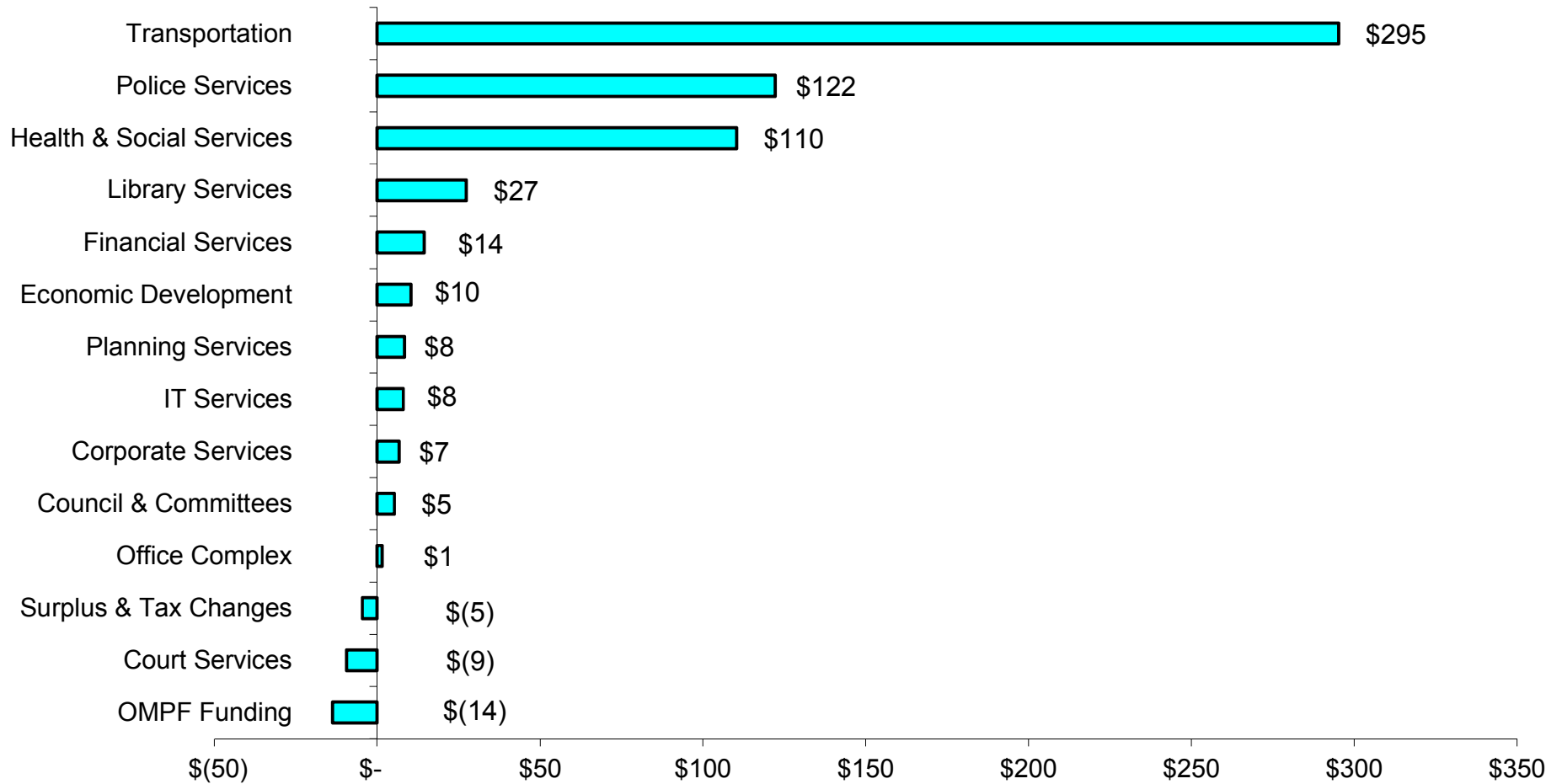


**74% of the Total Tax Revenue is Raised From the Residential
Property Class (75% in 2018)**

2019 Draft Budget Distribution of Expenses



2019 County Taxes of \$579 per \$100,000 Residential Assessment



Expense (Revenue)

Total \$579 (\$591 in 2018)

Top 3 services = 91% of the County portion of each tax bill

How your tax dollar works

40 Cents of Every County Tax Dollar is Not Under County Council Control

	Net Cost (Revenue) 2019	Per Dollar 2019	Per Dollar 2018
Services Not County Controlled			
Police Services	\$ 10,121,058	21¢	21¢
Land Ambulance	\$ 4,686,529	10¢	9¢
Social Housing	\$ 1,631,754	3¢	4¢
Municipal Property Assessment Corp	\$ 1,151,800	3¢	3¢
Public Health Unit	\$ 1,046,000	2¢	2¢
Home for the Aged	\$ 761,410	2¢	2¢
Social Services	\$ 807,598	2¢	2¢
OMPF Funding	\$ (1,137,810)	(3)¢	(3)¢
Total Services Not County Controlled	\$ 19,068,339	40¢	40¢
County Controlled Services			
Transportation Services	\$ 24,349,811	51¢	52¢
Library Services	\$ 2,262,296	5¢	5¢
Economic Development	\$ 780,645	2¢	1¢
Corporate Services	\$ 550,728	2¢	1¢
IT Services	\$ 666,960	1¢	1¢
Planning Services	\$ 694,776	1¢	1¢
Council & Committees	\$ 437,663	1¢	1¢
Financial Services	\$ 39,013	0¢	1¢
Seniors Outreach Centres	\$ 199,650	0¢	0¢
Office Complex	\$ 40,091	0¢	0¢
Surplus & Tax Changes	\$ (380,000)	(1)¢	(1)¢
Court Services	\$ (778,752)	(2)¢	(2)¢
Total County Controlled Services	\$ 28,862,881	60¢	60¢
Total County Taxes	\$ 47,931,220	\$1.00	\$1.00

2019 Draft Budget Summary

Various Approaches to Refer to Budget Results

	Net Tax Requirement	Residential \$100,000 Assm't	Per Household 27,947	Per Capita 65,353	Per Dollar \$1.00
Transportation Services	\$ 24,349,811	\$ 295	\$ 871	\$ 373	51¢
Police Services	10,121,058	122	362	155	21¢
Health & Social Services	9,132,941	110	327	140	19¢
Library Services	2,262,296	27	81	35	5¢
Financial Services	1,190,813	14	43	18	3¢
Economic Development	780,645	10	28	12	2¢
Planning Services	694,776	8	25	11	1¢
IT Servcies	666,960	8	24	10	1¢
Corporate Services	550,728	7	20	8	2¢
Council & Committees	437,663	5	16	7	1¢
Office Complex	40,091	1	1	1	0¢
Surplus & Tax Changes	(380,000)	(5)	(14)	(6)	(1)¢
Court Services	(778,752)	(9)	(28)	(12)	(2)¢
Corporate Funding	(1,137,810)	(14)	(41)	(17)	(3)¢
Total Taxation	\$ 47,931,220	\$ 579	\$ 1,715	\$ 733	\$ 1.00

Reserve & Surplus Balances

Stabilization Reserves:	2017 Actual	2018 Actual	2019 Budget	Purpose:
Tax Rate Stabilization	\$ 1,699,057	\$ 2,397,114	\$ 1,400,281	Used to offset costs of shared services known following budget approval.
Working Reserve	5,118,758	5,118,758	5,502,758	Used at Council's discretion, intended to be available to offset very significant impacts that, without funds from a reserve, would be financially damaging to the County. Should be maintained at 10% of the gross budget and based on the 2019 budget should be \$6,000,000.
Road Resurfacing Cost Stabilization	1,587,495	1,587,495	1,587,495	Used to minimize cost fluctuations at tender award of paving activities.
Road Winter Maintenance Stabilization	715,000	715,000	715,000	Used to offset plowing/salt deficit resulting from severe winter weather.
Program Specific Reserves:				
Sick Leave	59,684	56,891	56,891	Owing to employees under the former Sick Leave Bank, discloses current liability of payments that will be paid to specific employees at the end of their employment.
Council Donations	9,113	6,113	6,113	Created from refunded donations & to be used at Council's discretion.
2015 IPM	50,000	10,000	10,000	Balance of recovered loan to 2015 Plowing Match.
PSB Alarm Registrations	-	8,758	3,758	OPP Alarm registrations over three year registration period.
Resource Stewardship Projects	27,681	22,681	-	SD&G Resource Stewardship projects. Possibly used in 2019.
Library Services	109,786	82,630	48,030	Library furniture, mobile service & Provincial funding.
Document Management	50,000	50,000	50,000	Project budgeted in 2016, to be completed when IT staffing complete.
Health & Safety	6,000	6,000	-	To be used in 2019.
Service Review	-	20,000	-	2018 project to be completed in 2019.
Corporate Intern	-	20,000	-	2018 project to be completed in 2019.
Regional Incentive Program	-	100,000	-	2018 project to be completed in 2019.
Tourism Marketing	-	16,750	-	2018 project to be completed in 2019.
Asset Management	50,000	50,000	-	2017 project to be completed in 2019.
Waste Management	25,000	25,000	25,000	Used for future project.
Forestry	-	-	35,000	2019 creation for future forest purchases.
Buildings and Equipment Reserves:				
26 Pitt Building	873,662	893,662	726,662	Used to minimize cost fluctuations in maintaining main Office Complex.
Salt Domes	-	150,000	300,000	Used to finance salt domes replacement at end of life
Road Equipment	347,377	164,377	194,377	Used to minimize cost fluctuations for equipment/fleet purchases.
Capital Projects Reserves:				
Bridges	2,100,000	1,673,000	-	To be used in 2019.
Road Capital Projects	2,080,556	2,230,556	2,230,556	Used at Council's discretion.
Chesterville Rd 37	-	80,000	-	2018 project to be completed in 2019.
Maxville Project	505,000	610,000	-	Project delayed due to water project, to be completed in 2019.
Garage Capital Planning	-	20,000	-	2018 project to be completed in 2019.
Morrisburg Design	-	144,000	-	2018 project to be completed in 2019.
Traffic Signals	130,000	210,000	-	Replacement at Rd 34/43 to be completed in 2019.
Capital Reserve	1,316,101	1,316,101	1,316,101	Used at Council's discretion and is intended for one-time capital projects other than roads.
Total Reserves	<u>\$ 16,860,270</u>	<u>\$ 17,784,886</u>	<u>\$ 14,208,022</u>	

Surplus Balances

Surplus Balances	2017 Actual	2018 Actual	2019 Budget	
Accumulated General Surplus	\$ 81,298	\$ 81,298	\$ 81,298	2018 Surplus to Tax Rate Stabilization Reserve
Accumulated Library Surplus	39,832	39,452	39,452	2018 final deficit \$380
Accumulated Policing Surplus	383,854	262,208	127,208	2018 final deficit \$121,647, as budgeted
Prefinanced Capital	514,384	-	-	2017 Road Projects Completed 2018
Total Surplus	<u>\$ 1,019,369</u>	<u>\$ 382,958</u>	<u>\$ 247,958</u>	

COUNCIL BUDGET



For Period Ending 31-Dec-2019

DEPARTMENTAL SUMMARY	BUDGET	ACTUAL	BUDGET	BUDGET
 2018 2018 2019	CHANGE
GENERAL FUND				
REVENUE SUMMARY				
Taxation	-46,442,500	-46,439,455	-47,931,220	-1,488,720
Surplus & Tax Changes	-358,500	-379,472	-764,000	-405,500
OMPF Corporate Funding	-1,338,600	-1,338,600	-1,137,810	200,790
Council & Committees	0	-3,000	0	0
Corporate Services	-31,858	-68,126	-678,691	-646,833
Economic Development/Tourism	-51,500	-76,587	-187,875	-136,375
Office Complex	-105,560	-10,620	-229,560	-124,000
Police Services	-139,653	-136,114	-145,342	-5,689
Library Services	-201,952	-203,318	-210,111	-8,159
Finance Division	-377,700	-430,511	-457,881	-80,181
Court Division	-2,708,400	-2,640,165	-2,610,000	98,400
IT Services	0	-21,020	-6,000	-6,000
Planning Division	-190,200	-146,392	-186,675	3,525
Transportation Division	-5,735,440	-6,146,274	-6,122,697	-387,257
Total REVENUE SUMMARY	-57,681,863	-58,039,654	-60,667,862	-2,985,999
EXPENSES SUMMARY				
Corporate Items	36,500	698,057	384,000	347,500
Council & Committees	397,161	368,974	437,663	40,502
Corporate Services	593,204	568,067	1,229,419	636,215
Economic Development/Tourism	697,393	648,073	968,520	271,127
Office Complex	182,445	145,026	269,651	87,206
Police Services	10,085,142	10,081,603	10,266,400	181,258
Library Services	2,351,078	2,352,444	2,472,407	121,329
Health & Social Services	8,676,948	8,505,452	9,132,941	455,993
Finance Division	1,804,370	1,626,930	1,648,694	-155,676
Court Division	1,867,020	1,771,367	1,831,248	-35,772
IT Services	585,290	380,335	672,960	87,670
Planning Division	643,274	624,725	881,451	238,177
Transportation Division	29,762,038	30,268,603	30,472,508	710,470
Total EXPENSES SUMMARY	57,681,863	58,039,654	60,667,862	2,985,999
Total GENERAL FUND	0	0	0	0

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
TAXES & CORPORATE ITEMS2018..... 20182019.....	CHANGE
GENERAL FUND				
TAXATION REVENUE				
Tax Requirements	-46,442,500	-46,439,455	-47,931,220	-1,488,720
Total TAXATION REVENUE	-46,442,500	-46,439,455	-47,931,220	-1,488,720
SURPLUS & TAX CHANGES				
Payment in Lieu of Taxation	-308,500	-330,635	-330,000	-21,500
Supplemental Taxation	-450,000	-445,540	-450,000	0
Tax Reductions	400,000	396,703	400,000	0
Total SURPLUS & TAX CHANGES	-358,500	-379,472	-380,000	-21,500
CORPORATE ITEMS				
OMPF Provincial Funding	-1,338,600	-1,338,600	-1,137,810	200,790
Bill 148 Corporate Impact	36,500	0	0	-36,500
Total CORPORATE ITEMS	-1,302,100	-1,338,600	-1,137,810	164,290
RESERVES				
Transfer to Tax Stabilization Reserve	0	698,057	-384,000	-384,000
Transfer to Working Reserve	0	0	384,000	384,000
Total RESERVES	0	698,057	0	0
Total GENERAL FUND	-48,103,100	-47,459,471	-49,449,030	-1,345,930

BUDGET SUMMARY – TAXATION & CORPORATE ITEMS	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- The approved 2018 budget resulted in an increase of 1.7% or \$20.81 on the average residential property, including the assessment increase. Council aimed at 1.7% which equaled Statistics Canada's rate of inflation. SDG's average residential property's assessment increased 2% in 2018 to \$211,971 from \$207,714 in 2017. Since the assessment increase outpaced the budget increase, SDG County's tax rates actually decreased 0.4%.
- SDG County approved that residential property tax rates would also apply to all multi-residential property classes. Council aimed at encouraging affordable apartments within SDG and consistent tax treatment of all multi-residential properties.
- SDG Treasurers analyzed the vacancy rebate options and determined no changes were required in 2018. The costs of the property tax rebates paid to vacant commercial and industrial properties was minimal and administration of the program was not time-consuming. Treasurers will monitor this program for possible future changes if beneficial.

2018 BUDGET VARIANCES:

- Payment in Lieu of taxation was \$22,135 overbudget (Budgeted \$308,500 vs Actual \$330,635) as a result of the province increasing the property tax rates on railways from \$91.05 to \$110 per acre. In 2018 the total railway taxes in SDG was \$212,766, of which SDG County's portion was \$120,250.
- Supplemental Taxation and Tax Reductions are tax increases and decreases due to assessment changes throughout the year. These changes are difficult to estimate, and it is unusual to budget relatively close to the year's actual.
- Bill 148 Corporate Impact was estimated to be \$36,500 to reflect the changes to the Employment Standards Act. Minimum wage increased to \$14 per hour on January 1, 2018 and each county department included this change in their respective budgets. Other costs as a result of Bill 148 were difficult to estimate and the 2018 budget included \$36,400 for all departments regarding:
 - Additional vacation costs of \$8,400 (employees with at least 5 years of service increased to 6% vacation pay from 4%)
 - Additional public holidays cost of \$24,400 (based on a new stat-pay calculation)

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Personal Emergency Leave costs of \$3,700 (based on 2 paid days for employees not already having this benefit)

The additional public holidays were anticipated to be the costliest component of Bill 148 but the provincial government subsequently reinstated the former stat-pay calculation and this cost did not materialize. Personal emergency leave did not occur very often, with only 40 hours costing \$855 occurring in 2018. Bill 148 costs were minimal and absorbed within the applicable department's costs without any significant impact.

- Transfer to Tax Stabilization Reserve is the final 2018 County general surplus being transferred to the Tax Rate Stabilization Reserve as approved by Council at the January meeting. This surplus of \$698,057 resulted from various items in 2018 being completed less than budgeted. The actual 2018 cost of the shared services with the City of Cornwall are not yet known, and any budget shortfalls that may occur will be financed from the Tax Rate Stabilization Reserve.

2019 BUDGET IMPACT:

- Based on the current draft budget, the amount of taxation required in 2019 will be \$47,931,220; \$1,488,720 or 3.2% higher than the total 2018 taxation. Any changes made by Council at the budget meetings will impact this amount.
- The 2018 increase of \$21,500 to the railway taxation rates has been included in the 2019 Payment in Lieu of Taxation revenue.
- The Ontario Municipal Partnership Fund (OMPF) has been budgeted to decrease another 15% or \$200,790 in 2019. As Council is aware, the reduction to this funding could be greater and, if so, the budget shortfall could be taken from the Tax Rate Stabilization Reserve.
- Additional Bill 148 costs under the Employment Standards Act will not occur in 2019.
- The Tax Rate Stabilization Reserve is intended to fund any budget shortfalls due to the timing of receiving the actual cost of shared services. Usually, our current year's budget is approved before we know the previous year's actual costs of Social Housing, Social Services, EMS and GlenStorDun Lodge. The budgeted costs of these shared services total \$7.3 million in 2018. A reserve of approximately 20% would provide sufficient funds to offset a significant budget overrun. Therefore, the current balance of the Tax Rate Stabilization Reserve can be adjusted to \$1.4 million. The balance of \$384,000 can be reallocated to the Working Reserve which is currently less than the recommended level.

2019 BUDGET OPTIONS:

- Any budget changes during our meetings will impact the 2019 tax requirements.
- OMPF revenue is determined by the province and municipalities have no ability to increase this amount. Since the 2019 funding level is unknown, an additional 5% reduction to the 2019 funding level would result in another loss of \$67,000.

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
COUNCIL & COMMITTEES2018..... 20182019.....	CHANGE
GENERAL FUND				
COUNCIL & COMMITTEES REVENUE				
Donations from Reserves	0	-3,000	0	0
Total COUNCIL & COMMITTEES REVENUE	0	-3,000	0	0
COUNCIL & COMMITTEES EXPENSES				
Council Wages & Benefits	232,916	228,668	272,027	39,111
Council Mileage	16,000	9,573	12,000	-4,000
Council Meetings & Conferences	40,000	36,415	52,700	12,700
Council Supplies & Equipment	8,800	8,474	3,000	-5,800
Council Insurance	1,700	778	1,000	-700
Corporate Memberships	12,500	13,757	15,450	2,950
Integrity Commissioner	0	0	10,000	10,000
EOWC Expenses	5,000	0	5,000	0
Council Functions & Banquet	7,000	3,864	7,000	0
Grants & Donations	17,500	14,650	10,000	-7,500
Committees Wages & Benefits	2,100	0	2,100	0
Committees Mileage	700	0	700	0
Committees Supplies	150	0	150	0
County Support Services	52,795	52,795	46,536	-6,259
Total COUNCIL & COMMITTEES EXPENSES	397,161	368,974	437,663	40,502
Total GENERAL FUND	397,161	365,974	437,663	40,502

BUDGET SUMMARY – COUNCIL & COMMITTEES	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Provided donations to various community organizations
- Formulation of an Audit Services RFP Evaluation Committee
- Entered MOU with South Nation for Woodlot Advisory Services
- Authorized various tenders
- Authorized appeal to Ministry modifications to the County Official Plan
- Unveiled the 2018 Visitors Guide for SDG
- Authorized donation to the Lancaster Legion to assist with cost of LAV III Monument
- Authorized rental agreement with Escape Manor
- Passed resolution authorizing the Director of Transportation and Planning to communicate its concerns to the Ministry of Transportation to the impending closure of the underpass of Third Line Road/County Road No. 2
- Supported the Eastern Ontario Regional Network Mobile Broadband project
- Passed Code of Conduct for members of Council
- Approved the Stay Discover Grow Regional Incentives Plan
- Authorized a second IT Technician and Business System Analyst position in the IT Department
- Appointed MNP LLP for audit services for the County
- Finalized transfer of a portion of Carmen Road and Lakeshore Drive to the Municipality of South Dundas and removed these roads from the County Road System
- Authorized creation of Municipal Prosecutor position within Court Services
- Entered into a Road Users Agreement with Nation Rise Wind Farm Ltd.
- Passed resolution supporting the maintenance of the existing collective bargaining process for paramedics until such time as the province amends the binding arbitration process
- Appointed lay committee members to the SDG Regional Incentives Implementation Committee
- Reviewed the CAO's report regarding the Cornwall Regional Airport (no action taken)
- Authorized an agreement with Cornwall Gravel to improve County Road 44 between Highway 138 and the quarry entrance to eliminate seasonal load restrictions

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Authorized 5-year winter maintenance agreement with the Municipality of South Dundas
- Adopted a new Staff Recognition Policy and Personnel Policy manual
- Appointed an Integrity Commissioner (Tony Fleming of Cunningham Swan)
- Passed resolution supporting the Township of South Stormont and the Municipality of South Dundas in their efforts to ensure appropriate water levels on the St. Lawrence River

2018 BUDGET VARIANCES:

- Council wages, benefits, mileage and conferences are at or close to budget
- Council insurance is under budget, and change is reflected in 2019 budget
- The County did not host an Eastern Ontario Wardens' Caucus meeting in 2018
- Grants and donations are under budget as a cheque for a donation was not cashed from a previous year, providing a credit for 2018
- Committee wages are under budget as the Accessibility Committee did not meet in 2018 but will in 2019 to review Accessibility Plans for the County as well as local SDG municipalities

2019 BUDGET IMPACT:

- Increase in Council wages and benefits reflect the increase necessary to offset the elimination of the elected officers 1/3 non-taxable allowance (approved by County Council in the fall of 2018)
- Council meetings and conferences has increased anticipating greater attendance by new Council members (each member allowed two conferences per year)
- Equipment budget is lower, as new laptops for Council members were purchased in 2018. Budget accommodates repairs
- \$10,000 budgeted for Integrity Commissioner expense. There is no retainer fee for the service, however this was budgeted with the anticipation of training or Council questions
- The County is slated to host an Eastern Ontario Wardens' Caucus meeting in September 2019

2019 BUDGET OPTIONS:

- Reduce donations to external organizations
- FCM membership was not included in draft budget (attachment) as the cost for membership is approximately \$20,000/year.
- Eliminate line item for Integrity Commissioner (\$10K), with the anticipation that no funds will be needed for education, questions, or investigations

UNITED COUNTIES OF STORMONT, DUNDAS AND GLENGARRY

DRAFT BUDGET – 2019

Donations	Final Budget - 2018	Actual - 2018	Draft Budget - 2019
St. Lawrence River Institute	\$7,500	\$7,500	\$ 0
County Fairs	9,000	9,000	9,000
Miscellaneous	1,000	150 - \$5000 (credit)	1,000
RCL - Monument	0	3,000	0
Total	\$17,500	\$14,650	\$10,000

Additional Donation Requests **not included** in Draft 2019 Budget:

- St. Lawrence River Institute (**requested \$10,000**)
- Habitat for Humanity (**requested \$1,500**)
- Royal Canadian Legion – Military Service Recognition Book (**\$940.00 for half page advertisement**)
- SDG Archiving Program – (**\$150,000-\$200,000 over 2 years –See attached Key Information Report**)



www.on.legion.ca

The Royal Canadian Legion Ontario Command

“Military Service Recognition Book”

Dear Sir/Madam:

Thank you for your interest in **The Royal Canadian Legion Ontario Command**, representing **Ontario's Veterans**. Please accept this written request for your support, as per our recent telephone conversation.

The Royal Canadian Legion Ontario Command is very proud to be printing **15,000 copies** of our 6th annual **“Military Service Recognition Book”**, scheduled for release by September 2019. This unique remembrance publication recognizes and honours our Province's Veterans, and helps us fulfill the Legion's role as the "Keepers of Remembrance". Proceeds raised from this annual appeal are also used to support Veterans Transition Programs to help modern day Veterans that suffer from PTSD and other challenges.

The Legion is recognized as one of Canada's largest Veterans Support Organizations and we are an integral part of the communities we serve. This project helps ensure the Legion's continued success.

We would like to have your organization's support for this Remembrance project by sponsoring an advertisement space in our "Military Service Recognition Book."

Please find enclosed a rate sheet for your review. Whatever you are able to contribute to this worthwhile endeavor would be greatly appreciated. For further information please contact **Ontario Command Campaign Office** toll free at **1-855-241-6967**.

Thank you for your consideration and/or support.

Sincerely,

Sharon McKeown
President



www.on.legion.ca

The Royal Canadian Legion Ontario Command

“Military Service Recognition Book”

Advertising Prices

<u>Ad Size</u>	<u>Cost</u>	<u>HST</u>	<u>Total</u>
Full Colour Outside Back Cover (SOLD)	\$2,132.74	+	\$277.26 = \$2,410.00
Inside Front/Back Cover (SOLD)	\$1,853.98	+	\$241.02 = \$2,095.00
2 Page Spread (Full Colour)	\$2,964.60	+	\$385.40 = \$3,350.00
Full Page (Full Colour)	\$1,482.30	+	\$192.70 = \$1,675.00
Full Page 7" X 9.735"	\$1,110.62	+	\$144.38 = \$1,255.00
½ Page (Full Colour)	\$831.86	+	\$108.14 = \$940.00
½ Page 7" X 4.735"	\$646.02	+	\$83.98 = \$730.00
¼ Page (Full Colour)	\$504.42	+	\$65.58 = \$570.00
¼ Page 3.375" X 4.735"	\$415.93	+	\$54.07 = \$470.00
1/10 Page (Full Colour)	\$300.88	+	\$39.12 = \$340.00
1/10 Page (Business Card) 3.375" X 1.735"	\$256.64	+	\$33.36 = \$290.00

H.S.T. Registration # 10686 2824 RT0001

All typesetting and layout charges are included in the above prices.

A complimentary copy of this year's publication will be received by all advertisers purchasing space of 1/10 page and up, along with a Certificate of Appreciation from the Ontario Command.



PLEASE MAKE CHEQUE PAYABLE TO:

The Royal Canadian Legion
Ontario Command
(RCL ON)

(Campaign Office)
P O Box 8055, Station T CSC
Ottawa, ON K1G 3H6



KEY INFORMATION REPORT

CAO

February 19, 2019

SUBJECT: Archival newspaper digitization project

BACKGROUND:

At the January session of County Council, local representatives brought forward a request to financially assist with the digitization of several local newspapers, with a view to preserving the rich history of our area and making it available digitally to the general public. All the details were included with the January 2019 Council agenda, and it was noted at that meeting that the matter would be brought forward for consideration during 2019 budget deliberations.

The representatives are seeking administrative assistance with shepparding the project forward, as well as financial assistance to pay for the project. The group estimated that the cost to digitize the remaining newspaper catalogue is between \$150K-\$200K, based on the number of pages/documents.

COMMENTS/OBSERVATIONS:

Should Council wish to approve the project and associated expenditure, a competitive process will be undertaken to secure a qualified vendor. The results of the competitive process will determine the actual cost of the project. It is anticipated that the project could be financed over two years.

To that end, Year 1 costs could be financed from the following existing reserve balances:

- **'2015 IPM'** – there is \$10K remaining in this reserve, which represents the balance of the seed money returned to the County by the IPM organizing committee at the finish of the event in 2015. Council determined that the money should be used for projects that benefit the County. As the tag line of the County is "Where Ontario Began", it is suggested that the use of this reserve to fund the digitization project is appropriate.
- **'Council Donations'** – there is \$6,113 remaining in this reserve. Council donations are determined on an annual basis and funded from taxation. This reserve fund stems from a donation that the County made to the Ontario Senior Games Committee in the past, part of which was not used and returned to the County. It is not currently allocated to any activity and recommended for use for this project.
- **'Document Management'** – there is \$50K in this reserve fund. It was set aside several years ago to assist with the development and implementation of a document management system for corporate records. At about the same time, the discussion regarding the reorganization of the IT

Department began, so the money was not spent pending the outcome of the IT review. With a more sophisticated IT department now evolving, it may be possible to undertake this project in house at a later date, and, if required, budget an accurate figure to complete any work (e.g. software, hardware, external support, etc.).

- **‘Waste Management’** – there is \$25K in this reserve, which was established in 2017 to work with local SDG municipalities to examine waste issues such as waste collection and disposal. Largely due to the workloads of staff at both the County and local levels, the work has not proceeded, and is not planned for 2019.

Combined, these reserves amount to \$91,000. It is recommended that the project be financed over two years, Year 1 funds being drawn as above. Financing the balance of the project will occur in Year 2, when the remaining balance is known. How to finance the balance (other specific reserve accounts, taxation, etc.) can be determined by Council at that time.

Respectfully submitted.



A message from the president

FCM

Add your voice to FCM in 2019-2020

Dear Mr. Tim Simpson,

The Federation of Canadian Municipalities is the national voice of Canada's local governments. We bring municipal priorities to the federal government. FCM members get exclusive access to valuable resources that help you strengthen your community. Together, we've made history for local governments of all sizes, in every region of Canada. And we're just getting started.

Join FCM today and the United Counties of Stormont, Dundas and Glengarry can be a part of it. Enclosed, please find your member fee quote for 2019-2020 so you can join your municipal colleagues in building a better Canada. Become a member and we'll only charge one base fee—instead of charging for each municipality within your boundary.

For FCM, partnership is everything. For instance, our deepening partnership with the federal government is delivering unprecedented gains for municipalities—from historic new infrastructure investments to the national housing strategy. But the partnership that matters most is the one with local governments like yours.

FCM brings together nearly 2,000 municipalities of all sizes, representing more than 90 percent of all Canadians. The fact is, our strength lies in this strong and united voice. It's our united voice that's changing how Canada works. That's why your membership is so important.

Turn this page over to read about how FCM is delivering results—and about the crucial year ahead for local governments. To learn more about how joining FCM benefits your municipality, visit fcm.ca/membership.

Imagine a Canada where local leaders have the right tools to build livable and competitive cities and communities. Where the order of government closest to daily life takes its rightful place at the nation-building table. That's the Canada we're ready to build. By joining FCM, you can help shape our shared future.

VICKI-MAY HAMM
Mayor, City of Magog, Quebec
FCM President

► Delivering results for municipalities

Thanks to our growing influence in Ottawa—from policy analysts to cabinet ministers, from opposition leaders to the Prime Minister—we're securing historic new investments in municipal priorities. In the last three years alone, FCM's advocacy has led to Canada's first-ever **national housing strategy** and an unprecedented **\$180 billion federal infrastructure plan**.

FCM also delivers exclusive resources directly to members. Resources like our recent *Municipal Guide to Cannabis Legalization*. And of course, capacity-building expertise and funding delivered

through **FCM's programs** is helping local governments strengthen everything from asset management to climate resilience to Indigenous partnerships.

Our track record with federal governments of all political stripes speaks for itself. In previous years, FCM helped secure milestone gains like the indexed federal Gas Tax Fund and the GST rebate for municipalities. Last year alone, these totalled more than \$3 billion. In fact, **direct transfers to municipalities have nearly tripled since 2005**. That's a direct result of FCM's advocacy.

► Our crucial year ahead

Right now, an important moment is unfolding across the country—a long-overdue conversation about how orders of government should be working together to serve Canadians. **This opens a window of opportunity for us all.**

Every year, municipalities are expected to do more for Canada. From boosting economic growth to tackling climate change to implementing cannabis legalization. We are all embracing this change. But what hasn't changed is the outdated fiscal and legislative framework in which we work. It's time to turn this around.

With the right long-term tools, we can truly unlock our potential as municipalities. That is our message to every national political party heading

into the next federal election—now less than one year away. And to keep our vision front-and-centre, FCM's elected Board of Directors has directed staff to deploy our most intensive pre-election advocacy push ever.

This strategic effort will be fuelled by our members. **Add your voice at this crucial moment by becoming an FCM member today.** Throughout the year, we'll work in partnership with our members to bring local priorities—your priorities—to the national agenda.



FEDERATION
OF CANADIAN
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MUNICIPALITÉS

TO BECOME A MEMBER SIMPLY
RETURN THIS SECTION ALONG WITH
YOUR PAYMENT

POUR COMPLÉTER VOTRE ADHÉSION,
VEUILLEZ RETOURNER CETTE PARTIE
AVEC VOTRE PAIEMENT

24, rue Clarence Street,
Ottawa, Ontario, K1N 5P3
T. 613-241-5221 F. 613-241-7440

☐ **YES!** United Counties of Stormont, Dundas and Glengarry wishes to become a member of FCM.
☐ **OUI!** United Counties of Stormont, Dundas and Glengarry désire devenir membre de la FCM.

Simpson, Tim

United Counties of Stormont, Dundas and
Glengarry

26 Pitt St Suite 323

Cornwall, Ontario K6J 3P2

Canada

DATE: 11/03/2018

ACCOUNT/COMPTE: 17817

DUE DATE/DATE LIMIT: 04/01/2019

ITEM/DESCRIPTION	QTY/QTE	RATE/TAUX	SUB-TOTAL / SOUS-TOTAL	HST / TVH	TOTAL
Base fee per your population/ Taux de base selon votre population	1	\$370.00	\$370.00	\$48.10	\$418.10
Per capita dues calculated per your population/Frais de cotisation calculés selon votre population	113429	\$0.1524	\$17,286.58	\$2,247.26	\$19,533.84
TOTAL			\$17,656.58	\$2,295.36	\$19,951.94

PAYMENT/PAIEMENT

By Electronic Funds Transfer/Par transfert électronique de fonds

By cheque payable to / Par chèque à l'ordre de:

Federation of Canadian Municipalities

Fédération canadienne des municipalités

HST # / No. de TVH: 11891 3938 RT0001

QST # / No. de TVQ: 1202728231 TQ 0001

Royal Bank of Canada (RBC)

90 Sparks St, Ottawa, ON K1P 5T7

Transit Number/Numéro de transit: 00006

Account Number/Numéro de compte: 1006063

accountsreceivable@fcm.ca/comptesrecevables@fcm.ca



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

**Membership Invoice
2019-2020
Facture d'adhésion**

24, rue Clarence Street,
Ottawa, Ontario, K1N 5P3
T. 613-241-5221 F. 613-241-7440

Simpson, Tim

United Counties of Stormont, Dundas and
Glengarry

26 Pitt St Suite 323

Cornwall, Ontario K6J 3P2

Canada

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TOTAL			\$17,656.58	\$2,295.36	\$19,951.94

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
CORPORATE SERVICES				
GENERAL FUND				
CORPORATE SERVICES REVENUE				
Cornwall Broadband	-25,858	-25,858	-25,858	0
Sales & Miscellaneous	0	-2,268	0	0
Transfer From Reserves	-6,000	-40,000	-652,833	-646,833
Total CORPORATE SERVICES REVENUE	-31,858	-68,126	-678,691	-646,833
CORPORATE SERVICES EXPENSES				
Wages & Benefits	426,025	361,982	461,707	35,682
Meetings & Conferences	13,200	11,389	13,200	0
Office Supplies & Phones	9,000	8,166	9,000	0
Equipment	5,000	2,846	3,500	-1,500
Solicitor Fees	9,000	10,561	9,000	0
County-Wide Training	3,000	1,812	3,000	0
Fire Services	14,000	12,313	14,000	0
911 Service	27,000	25,814	28,000	1,000
Health & Safety	9,546	1,014	4,550	-4,996
Emergency Preparedness	19,303	14,734	9,100	-10,203
SDG History Book	5,000	7,455	0	-5,000
Weed Management	8,100	4,951	7,300	-800
Broadband - EOWC	0	40,000	612,833	612,833
Service Review Project	20,000	0	20,000	0
County Support Services	25,030	25,030	34,229	9,199
Transfer to Reserves	0	40,000	0	0
Total CORPORATE SERVICES EXPENSES	593,204	568,067	1,229,419	636,215
Total GENERAL FUND	561,346	499,941	550,728	-10,618

BUDGET SUMMARY – CORPORATE SERVICES	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

Chief Administrative Officer

Note - Below is a summary of only the major undertakings of the CAO and Director of Corporate Services/Clerk – day to day or recurring administrative duties are not discussed.

➤ Eastern Ontario Wardens' Caucus (EOWC)

- SDG has been a member of EOWC since its inception more than a decade ago
- Continued advocacy and lobbying efforts on behalf of the 750,000 residents of rural Eastern Ontario
- The EOWC narrowed its focus for 2018 into 2 main priorities – Phase II of the EORN project to improve mobile broadband throughout Eastern Ontario and the expansion of the natural gas network
 - The 13 members of the EOWC have pledged to contribute \$10M towards the project (SDG's share about \$612K to be funded in 2019 from reserves), the Province has committed over \$70M, and work continues to secure federal funding of about \$70M. The rest of the funding for the \$200M project will come from the private sector via a public-private partnership
 - The Province has introduced legislation allowing for the cross-subsidization of the natural gas network in Ontario, via charging existing customers for part of the cost to expand the network. If passed, this will provide the impetus for the gas companies to greatly expand their distribution networks, connecting many rural hamlets and areas, as well as better serving the agricultural sector
- Continued support of the EO Leadership Council, the main group tasked with implementing the EOWC strategic plan for Eastern Ontario
- Advocacy meetings with Provincial elected officials at OGRA, ROMA, AMO, and directly at various meetings in the region

➤ Corporate Administration

- Managed the day-to-day operation of the County, through direct supervision of all County Directors, as well as the Emergency Management and Training Coordinator and Economic Development and Communications Officer
- The firm of Cunningham Swan was appointed as the Integrity Commissioner for the County effective March 2019

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Revised Code of Conduct for County Councillors developed
- 4 quarterly SDG CAO's meetings were held throughout the County. These meetings allow the sharing of ideas, best practices, etc. between and amongst areas CAO's
- The Regional Incentives Program was developed and launched, providing direct financial support to qualifying SDG businesses and non-profit groups to enhance their properties. Developing and implementing this very comprehensive project was the culmination of about 12 months of work by County staff and local SDG staff. The County Regional Incentive Program is complementary to local Community Improvement Programs (CIP's)
- Municipal prosecutorial services were brought in-house. Formerly outsourced through the Crown Attorney's office, the role of Municipal Prosecutor was developed and filled. This individual has the responsibility of prosecuting all Part I POA offences, and will provide consistency and uniformity
- The lease with Catering2Kidz in the County Administration building was extended for a further 3 years. This business uses the former jail kitchen, which would otherwise be vacant
- The work of the ad hoc Regional Airport Committee was completed. The City of Cornwall requested that the County become a participant with the Cornwall Regional Airport, which, after a comprehensive review, was denied
- A Memorandum of Understanding (MoU) was developed between the County and its 6 local municipalities respecting the provision of IT support across SDG. The IT Director will be working closely with the County and all local CAO's to implement this important milestone in 2019.

➤ **Human Resources Administration**

- Completed a comprehensive review of the County's Personnel Policy manual, a compilation of human resources policies governing all aspects of HR management for the County's non-unionized staff. The new policy was approved by County Council in November 2018
- County's Staff Recognition Policy was updated and revised. This policy recognized employees for long service with the County, retirees, and employees for excellence in 3 categories (health and safety, innovation, and leadership)
- Development of the County's IT Department continued, with the engagement of an IT Director, one new IT Technician, and a Business Systems Analyst. This staffing complement is allowing the County to more effectively manage its IT resources, as well as provide a greatly enhanced level of service to SDG local municipalities. As noted above, the implementation of the MoU is the next step in the evolution of the IT Services Dept.
- New hardware/software included the replacement of the Wi-Fi network in the County Administration building, and the replacement of the County's data centre with fewer and more efficient servers

UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY

- A variety of existing positions were recruited for, primarily due to retirements or temporary leaves, such as maternity. Prime among these were the Payroll and Benefits Coordinator, the Tourism Coordinator, and the Manager of Planning

Director of Council Services/Clerk

- Worked with the CAO and Directors to manage and coordinate all Council reports and process Council agendas
- Prepared all necessary resolutions, By-laws and minutes and communicated Council direction when required
- Produced “Council News” and circulated to all municipalities/members of Council, and media in SDG to provide ongoing communication relating to County Council activities and decisions
- Continuous support to local municipalities on the implementation of paperless agendas
- Arranged for Committee of the Whole meetings as per Procedural By-law
- Provided assistance to local Clerks on requirements to comply with the *Ontarians with Disabilities Act*
- Managed the building renovations project for the County Administration building
- Managed the exterior project for the historic jail portion of County Administration building
- Arranged for additional work to be completed on County building, such as the installation of new wrought iron fencing, County signage, building assessment report, survey of County property, parking lot upgrades, etc.
- Provided leadership on all building repairs and maintenance to the County Administration building
- Prepared and monitored budgets for Corporate Services, Council, Policing, Administration building
- Arranged for disbursement of Council donations
- Provided staff support to the Police Services Board
- Managed Security Alarm Program on behalf of the County
- Provided support to Warden including organizing the Warden’s Golf Tournament, Warden’s Curling Bonspiel, Warden’s Banquet and Warden’s Inauguration
- Managed Weed Inspection program for all local municipalities

Training and Emergency Management Coordinator

- The incumbent was on maternity leave for most of 2018, returned in November 2018
- Kevin Spencer (private contractor) looked after ensuring compliance with applicable Emergency Management legislation, while Beverly Roy (retired County staff member working part-time on contract) looked after the corporate health and safety program.
- Mandatory training and exercises were completed as required

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Given the above circumstance (i.e. the absence for the majority of 2018 due to a maternity leave), the status quo largely prevailed for 2018

2018 BUDGET VARIANCES:

- Transfer from Reserves was above the budgeted amount due to the transfer of \$40,000 to the EOWC Broadband project update (authorized by resolution of Council). The \$6,000 included with the budget was for a Health and Safety computer program, which was not purchased. Alternate software, that will accomplish health and safety needs, will be purchased as part of a broad Human Resources package program coordinated by the IT Department
- Wages and benefits were below budget. A Municipal Intern was not hired in 2018 however will be engaged in 2019. Also, as noted, the Training and Emergency Management Coordinator was on maternity leave for most of the year, with replacement at lower salary rate
- Equipment was under budget, reflecting that equipment was not purchased to support the intern position
- The Health and Safety budget and Emergency Preparedness budgets were both under budget due to the maternity leave
- The History Book project was marginally over budget. As approved by Council, the full cost of the history books was written off in 2018
- Weed Management was under budget, as this budget varies from year to year, depending on weather and weed growth
- \$20K was budgeted in 2018 to have an external service review completed of one aspect of municipal operations, to determine if the service is effective, where efficiencies could be found, etc. This project was not completed in 2018, due to the unavailability of qualified consultants to undertake this relatively small project. The funds were transferred into reserves with a view to undertaking this project in 2019.
- The transfer to Reserves of \$40,000 will be used to support the Intern and service review in 2019 discussed above.

2019 BUDGET IMPACT:

- The transfer from Reserves of \$652,833 will be used for the EOWC Broadband project, Intern program and service review. Note that it remains unknown at this time whether the EOWC Broadband project will proceed due to a lack of funding commitment from the senior levels of government. Regardless, this will not impact the budget as it is a Reserve transaction
- Increases in wages and benefits reflects the 2.4% cost of living index increase for 2019, the Intern position, and the return to full-time status of the Training and Emergency Management Coordinator
- Lower weed management budget reflective of the actual values from 2018
- Overall Corporate Services budget is lower than 2018 budget by about \$11K

***UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY***

2019 BUDGET OPTIONS:

- Budget is largely status quo
- The Intern position was pre-approved at the January meeting of Council and is the only addition for 2019

COUNCIL BUDGET



GL5410

Date : Feb 06, 2019

Page : 1

Time : 3:07 pm

For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
ECONOMIC DEVELOPMENT & TOURISM2018..... 20182019.....	CHANGE
GENERAL FUND				
ECONOMIC DEVELOPMENT & TOURISM REVENUE				
Student Funding	0	-15,716	0	0
Jail Tours Revenue	-10,000	-7,928	-7,000	3,000
Jail Special Events	-17,000	-6,125	-7,000	10,000
Jail Souvenirs	0	-117	-300	-300
Tourism Special Events	-1,500	-500	-1,500	0
Tourism Advertising Revenue	-15,000	-24,905	-42,325	-27,325
Tourism Signage Program	-8,000	-18,225	-13,000	-5,000
Recovered Costs	0	-3,070	0	0
Transfer From Reserves	0	0	-116,750	-116,750
Total ECONOMIC DEVELOPMENT & TOURISM R	-51,500	-76,587	-187,875	-136,375
ECONOMIC DEVELOPMENT & TOURISM EXPENSE				
Wages & Benefits	269,143	258,097	284,682	15,539
Meetings & Conferences	11,000	7,535	11,000	0
Memberships	10,000	9,104	10,000	0
Supplies & Equipment	16,750	11,826	27,000	10,250
Advertising & Website	20,000	17,370	20,000	0
Ont East Municipal Conference	10,000	9,058	10,000	0
ED Strat Plan Implementation	30,000	26,562	25,000	-5,000
Regional Incentive Program	100,000	0	350,000	250,000
Regional Incentive Program Committee	0	1,158	1,000	1,000
Jail Promotion	4,500	4,739	4,500	0
Jail Tours Expenses	4,500	2,123	4,500	0
Jail Events	10,000	3,523	10,000	0
Tourism Marketing	161,500	133,599	160,838	-662
Tourism Grants Paid	25,000	25,000	25,000	0
Tourism Signage Program	25,000	21,629	25,000	0
Transfer to Reserves	0	116,750	0	0
Total ECONOMIC DEVELOPMENT & TOURISM E	697,393	648,073	968,520	271,127
Total GENERAL FUND	645,893	571,485	780,645	134,752

BUDGET SUMMARY – Economic Development, Communications and Tourism/Division of Corporate Services	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

➤ **Regional Promotion:**

- Included 'Where Ontario Began campaign' in Edible Ottawa issues, Cornwall Living, Taste of the Region and Where Ontario Began website
 - Direct ROI as a result of the Edible Ottawa campaign - Cup of Jo's in Winchester continue to experience additional traffic from Ottawa
 - Social Media posts direct people to SDG website, increasing web traffic, job postings, road work notices, etc.
- SDG Regional Tourism Branding and Marketing
 - Edible Ottawa, Anglers' Atlas, Summer Fun Guide, Travel Guide to Canada
 - Created Tourism website (WhereOntarioBegan.ca)
 - OnRoute marketing - door wraps and video display advertising at three OnRoute travel centres primarily to drive visitors to WhereOntarioBegan.ca
 - Creation of a Historic SDG Jail website (historicsdgjail.com)

➤ **Small Business/Entrepreneurship**

- Business visitations throughout SDG, scheduled twice/year
 - Regular business visitation provides opportunities to directly assist in the sharing of relevant funding opportunities
 - Linkages to other partners as identified through discussions: i.e. Alexandria company facing skilled labour shortage, working with EOTB, GIAG, JobZone, etc. to assist in filling vacancies
- Continue strengthening relationships with key contacts: Community Futures Development Corporation (CFDC), Ontario East Economic Development Commission (OEEDC), Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Job Zone, Glengarry Inter-Agency Group (GIAG), All Things Food, Development Council, St. Lawrence College, Eastern Ontario Training Board, Business Development Bank of Canada (BDC), Ontario Emerging Jobs Institute, Cornwall Innovation Centre, Cross Border Partnership Program, Economic Development Officers' Working

Group (EDOWG), etc.

- Connections made between partners provide opportunities for businesses to grow – e.g. BDC with businesses, value-add agricultural production to retail chain shelf presence, etc.
- Funding sources regularly shared to EDOWG and posted on EcDev website
 - Regularly updated as information changes for business assistance

➤ **Investment Readiness**

- Stay, Discover, Grow, Regional Incentives Program—investigated similar programs, branded, marketed and successfully promoted the program to the point of being oversubscribed from the initial allocation of \$100,000
- GIS inventory update, agricultural assets being mapped and will be available to the public in 2019
- Strengthening SDG tourism relationships and product offering:
 - Continued to develop the Historic SDG Jail as a Tourism Destination in SDG and the SDG visitor centre, at the entrance of the Jail:
 - As a County-owned building within the City of Cornwall, the SDG Visitor Centre provides the ideal location as a tourist attraction. While visitors toured the Jail or participated in the Escape Rooms, they were able to peruse the SDG promotional literature reinforcing the SDG brand and tagline “Where Ontario Began”, and the advertising for events and attractions, accommodations and local activities, encouraging repeat visitation in Stormont, Dundas and Glengarry
 - Jail visitors totaled just over 1,000 for the season: June to August, not including Escape Manor customers, or special events: i.e. Ontario East Municipal Conference attendees, or the Ambassador to Ireland. Enhanced Jail Programming included promotional material and securing “Escape Manor” as an additional revenue source for the jail space.
 - The 2018 summer season was the second year the Jail was run by SDG Tourism, providing employment for four students.
 - Special programming in 2019 will include enhanced Jail tourism experiences, by inviting local chefs to organize farm-to-table meals in the courtyard and hosting special events and receptions.
 - Doors Open event reinforced visitation to SDG assets across the region, assisted by promotion of existing tourism locations:

- Local heritage sites enthusiastically participated within the Provincial Doors Open program. All sites were also advertised through Ontario Heritage Trust website and print material – adding value to the program
- In 2019, SDG Regional Tourism will partner with Cornwall Tourism to increase our Doors Open presence, thereby reducing cost and expanding reach.
- 2018 Tourism sponsorship included: Cannamore Orchard, Glengarry Highland Games, Upper Canada Playhouse, Apples and Art, and Upper Canada Village events: Eve of Confederation, PumpkinInferno, Alight at Night
 - Sponsorship benefits:
 - Financially supported local attractions and gave some the opportunity to enhance existing or provide additional programming
 - Added value to every dollar spent by increasing SDG brand recognition by piggy backing on event campaigns, i.e. TV commercials for the Highland Games and radio ads for Upper Canada Playhouse (brought to you by...)
 - Sponsorship Tickets were raffled as prizes on social media increasing followers and increasing brand recognition.
 - In 2019, SDG Regional Tourism proposes to offer the same sponsorship opportunity to potentially support more organizations
- SDG Regional Tourism launched its first independent **Visitor Guide**, and distributed to Ottawa, Kingston, Brockville, Cornwall and SDG tourism assets including the Ontario Travel Centres, campsites, and all major hotels in Eastern Ontario.
 - The guide showcased local photography and was beautifully printed in an 8x8 format on matte-finished paper, creating a significant visual impact differentiating SDG from previous guide productions, and receiving rave reviews and praise from visitors, advertisers and SDG residents.
 - Visitor Guide was the primary marketing piece for SDG Regional Tourism
 - 25,000 copies were successfully distributed.
 - The 2018 publication was able to clearly guide the 2019 edition process

- Development and creation of the Stormont, Dundas and Glengarry 2019 Visitor Guide in progress;
 - Clearly highlight Stormont, Dundas and Glengarry
 - Increase visitation to SDG
 - Use the large accumulated SDG regional bank of professional photography:
 - Captures and reinforces the image of the region
 - Recognizable and helps promote local businesses
- **Tourism Signage Programming:** successfully administered the program with updated client information, revenue collection and installation
 - Signage is important to direct visitors to local attractions
 - Additional and inexpensive advertising for the businesses
 - 40 new signs were installed in 2018
 - Plans are underway to validate the current inventory data to confirm the quality of signs and provide a more comprehensive administrative and installation process in 2019
- **SDG Regional Tourism Grant:** Successfully executed the SDG Tourism Grant program, providing funding grants ranging from \$500 to \$5,000 applicants including Apple Stock Orchards, Apples and Arts, Chesterville & District Agricultural Society, Classiqu' Arts SDG, Mountain Township Agricultural Society, Roxborough Agricultural Society, St. Paul Presbyterian Church, Stone Crop Acres Winery, Winchester Dairy Fest, and Art on the Waterfront.
 - Direct support for local attractions/businesses
 - Encourage innovative ideas
 - Reinforces Where Ontario Began branding
 - Accepting applications for 2019 program, pending budget approval
- **South Eastern Ontario Tourism** (Regional Tourism Office (RTO) 9, funded through Ministry of Tourism, Culture and Sport). Developed a stronger relationship with RTO9:
 - SDG now sits on the Destination Advisory Committee
 - SDG is now recognized as SDG Counties (formerly "Cornwall and the Counties")
 - Valuable partner in 2019 as RTO 9 have increased their funding opportunities to the Destination Marketing Organizations (DMOs). Cornwall and SDG Regional Tourism have agreed to partner and share this funding equally.

- **Ontario East Municipal Conference, Platinum Sponsor**
 - Historic SDG Jail courtyard event and tour: Savour the SDG Flavour
 - Culinary Tourism/Feast on Certification, local food cooked by Cornwall Chefs during the Conference
- **Food and Agricultural Advisory Council**
 - Final report created, capturing priorities identified over the 18-month period:
 - Key takeaways: Eastern Ontario Health Unit work with Community Kitchen and small processors' opportunities, curriculum development through the Ontario Emerging Jobs Institute and St. Lawrence College, linkage to Agri-East Lowlands—a greater regional geographic agriculture collaborative, including Prescott-Russell, Leeds and Grenville, and the City of Ottawa

2018 BUDGET VARIANCES:

- Tourism and Jail special event revenues were less than anticipated due to timing and lack of resources necessary to launch programming before the summer tourism season began
- Tourism advertising revenue greater than estimated, through advertisements within the Visitor Guide and the SDG double-paged spread within Edible Ottawa

2019 BUDGET IMPACT:

An increase of \$271,127 is proposed in the economic development, communications, and regional tourism budgets for 2019, an overview of some of the larger proposed elements follow:

- To date, the largest investment in economic development has been the Stay, Discover, Grow Regional Incentives Program. This initiative has experienced large interest and uptake, leading to all initial investment dollars allocated in Year 1 (2018). Due to this successful launch of the program, an additional investment of \$250,00 is proposed to continue to facilitate and grow in supporting the local organizations to meet the objectives of the program, resulting in additional economic spin-off, e.g. additional employment, increased tax base, etc.
- \$10,000 has been added to the Tourism Equipment budget in order to purchase kiosks to be placed within St. Lawrence Parks Commission properties
- Ontario East Municipal Conference: Platinum sponsorship, local food and venue options, i.e. Jail courtyard reception, complete with entertainment will highlight SDG to all delegates from across Eastern Ontario, \$10,000
- The net cost of delivery of economic development, communications, tourism

services has only minimally increased over the years. Entering into year six, the Regional Incentives Program and additional marketing for Tourism make up the majority of the proposed increases for 2019.

2019 BUDGET OPTIONS:

- Re-visit economic development, communications or tourism marketing initiatives, some of which include:
 - Stay, Discover, Grow Regional Incentives Program: \$250,000 for 2019
 - Tourism Marketing Budget:
 - Visitor Guide and Distribution: \$44,500
 - Social Media: \$20,000
 - Jail Special Event Equipment: \$10,000

COUNCIL BUDGET



For Period Ending 31-Dec-2019

OFFICE COMPLEX	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
GENERAL FUND				
OFFICE COMPLEX REVENUE				
Provincial Funding	0	0	-52,000	-52,000
Leases Pitt St Building	-10,560	-10,620	-10,560	0
Transfer From Reserves	-95,000	0	-167,000	-72,000
Total OFFICE COMPLEX REVENUE	-105,560	-10,620	-229,560	-124,000
OFFICE COMPLEX EXPENSES				
Wages & Benefits	70,905	68,173	73,847	2,942
Pitt St Building Operating	196,150	150,491	198,550	2,400
Pitt St Building Capital	95,000	85,972	219,000	124,000
County Support Services	-179,610	-179,610	-221,746	-42,136
Transfer to Reserves Pitt St Building	0	20,000	0	0
Total OFFICE COMPLEX EXPENSES	182,445	145,026	269,651	87,206
Total GENERAL FUND	76,885	134,406	40,091	-36,794

BUDGET SUMMARY – OFFICE COMPLEX	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2018
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Installation of wrought iron fence along western boundary of County Administration building property
- Installation of new County sign and landscaping
- Installation of 'Historic Walking Tour' sign in southeast corner of property
- Removal of obsolete entranceway at former jail
- Installation of new historic windows in former jail
- Installation of front door and automatic opener at former jail
- Installation of new brick façade on south and west sides of former jail (in progress)
- Cracksealed parking lot
- Parking line painting in parking lot
- Survey of County Administration building property
- Completion of building assessment report
- Purchase of artwork for 2nd floor Boardroom
- Purchase of additional furniture for 2nd floor Boardroom
- Assessment/repair of air conditioning in POA courtroom
- Installation of new window in Transportation and Planning Services Dept.
- Organization and purchase of tools – Maintenance Coordinator
- Sandblasted and replaced the fire escape stairway at the former jail
- Replanting and mulching – front lawn at County Administration building

2018 BUDGET VARIANCES:

- Transfer from building reserve was not needed due to use of the overall County surplus at year end.
- Pitt Street operating expenses were under budget - roof top air conditioner for Court Services area was not replaced (still in good operating condition in spite of its age).
- Renovations in the library offices (installation of doors and separation of offices) were not completed, as further investigation into the best option is required.
- \$20,000 was transferred to the Building Reserve to offset costs in 2019 for projects not completed in 2018.
- Overall building budget is over the budget amount due to reduced revenue (no funds were transferred from the building reserve)

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

2019 BUDGET IMPACT:

- Funding was applied for in 2018 to construct a new wheelchair ramp at the Jail/Tourism Entrance. Funding notification has not been received but is expected shortly.
- Transfer from Building Reserve reflects the County cost for the ramp, replacement of the windows in the east end of building (highlighted as needing replacement in building assessment report), and completion of exterior bricking (not completed in 2018 due to weather).
- Operating costs includes regular maintenance, hydro, fuel, electrical and plumbing repairs, snow removal, security alarm, generator costs, etc.
- Also included in operating costs are small projects such as replacement of some lighting to LED, installation of edging of flowerbeds (to reduce constant weeding), replacement of floor in front entranceway, landings and stairs, and office renovations in the Library Administration.

2019 BUDGET OPTIONS:

- Capital items, as listed above, (windows, ramp,) have no net effect on the budget, as costs are taken from the Building Reserve.
- If funding for the wheelchair ramp is not successful, upon Council's approval additional money needed to replace the ramp will be taken from the building reserve, with no net effect on the budget.
- Some of the small building projects such as LED lighting (\$10,000), replacement of floor in front entranceway, landings and staircase (\$15,500), and Library Administration office renovations (\$10,000) could be removed.

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
POLICE SERVICES2018..... 20182019.....	CHANGE
GENERAL FUND				
POLICE SERVICES REVENUE				
RIDE Funding	-15,653	-15,518	-15,471	182
Cannabis Funding	0	0	-36,871	-36,871
Criminal Reference Check Fees	-68,500	-72,260	-68,500	0
Sale of Seized Items	-1,000	-2,000	-1,000	0
Alarm Registrations & Fines	-53,000	-45,153	-17,000	36,000
Alarm Registrations Reserves	0	0	-5,000	-5,000
Total POLICE SERVICES REVENUE	-138,153	-134,931	-143,842	-5,689
POLICE SERVICES EXPENSES				
Alarm Registration Program	53,000	45,153	31,182	-21,818
OPP Contract	10,119,134	10,119,179	10,322,431	203,297
Ride Program	15,653	15,519	15,471	-182
Police Services Board Expenses	5,200	1,520	4,700	-500
Equipment	3,000	729	3,000	0
Memberships, Legal & Audit Fees	4,100	3,990	4,100	0
Community Initiatives	5,000	2,423	5,000	0
County Support Services	13,555	13,555	14,016	461
Surplus	-135,000	-121,647	-135,000	0
Total POLICE SERVICES EXPENSES	10,083,642	10,080,420	10,264,900	181,258
Total GENERAL FUND	9,945,489	9,945,489	10,121,058	175,569

BUDGET SUMMARY – POLICE SERVICES	
To:	Warden and Members of Council
Date of Meeting:	February 19 th , 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Efficient, effective and professional service delivery to 18,863 calls for service (January 1st – October 31st, 2018)
- Continual implementation of available technology for front-line members in the form of cell phones, mobile workstations and tablets
- Expanded use of cyber strategies to facilitate investigations involving cellular devices, internet usage and social media sites
- Clearance rate increase of 8.8% from corresponding period in 2017 for violent crime, property crime and drug crime combined
- Several recent and historic homicide investigations were successfully completed during 2018
- Motor vehicle collisions decreased by 9.8% when compared to corresponding period in 2017
- Monthly Focused Patrols implemented to pro-actively reduce identified criminal and traffic concerns using Detachment analytics
- Four-member Marine Unit utilizing two vessels provided on-going patrol of SDG waterways during the summer season
- Formation of a Traffic Management Team that produced an increase in charges laid of 22% for all violations when compared with the corresponding period in 2017
- Regarding the “Big 4” traffic offences, the following percentage increases were noted for the same corresponding period in 2017:
 - Speeding 12.5%
 - Seatbelt 570%
 - Impaired 14.8%
 - Distracted 113.2%
- Successful apprehension of contraband tobacco by Joint Task Force members
- The SDG Auxiliary Unit have volunteered 3785 hours that including operational and administrative functions
- SD&G Mental Health Pre-Charge Diversion Program signed with SDG Crown Attorney’s Office and the Canadian Mental Health Association
- Memorandum of Agreement signed with the Cornwall Community Hospital for providing appropriate services to domestic violence and sexual assault victims

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Completion of the Progress Report with favorable results for the 2017-2019 SDG Detachment Action Plan
- Successful second year of the OPP Strategic Plan for 2017-2019
- Formation of a Detachment senior command partnership that meet on a quarterly basis involving SDG OPP, RCMP Cornwall, Akwesasne Mohawk Police Service, RCMP Valleyfield and Vaudreuil-Dorion SQ

2018 BUDGET VARIANCES:

- An annual grant is provided to offset the costs associated with the RIDE program
- Alarm registration program operated on a revenue neutral basis in 2018. All residents in SDG who own an alarm system must register their system. The registration is for a three-year period. Revenue includes alarm registrations as well as fines for false alarms. 2018 was the first year of the majority of alarm registrations, therefore revenue will be higher than the following two years. The program provides oversight on alarm systems, reducing the number of false alarms attended to by the OPP
- Police Services Board expenses are below budget as no members attended OAPSB conference
- Equipment budget is for the replacement of defibrillator batteries and is under budget
- Community initiatives provides funding for certain projects or programs recommended by OPP
- All other budget items are at or below budget

2019 BUDGET IMPACT:

- Provincial cannabis funding of \$36,871 will be received in 2019
- Alarm registration program will not operate on revenue neutral basis (-\$10,000). However, the hours of the Alarm Co-Ordinator have been reduced to compensate and the program ensures more efficient use of police resources, thereby reducing overall expenditures
- Budget increase in OPP contract. Contract costs are based on approximately 60% fixed provincial costs and 40% SDG calls for service

2019 BUDGET OPTIONS:

- As this budget is essentially contract driven, there are limited options
- Decrease or eliminate Community Initiatives (\$5,000)

OPP 2019 Annual Billing Statement

Stormont, Dundas and Glengarry UCo

Estimated cost for the period January 1 to December 31, 2019

Please refer to www.opp.ca for 2019 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	28,918		
	Commercial and Industrial	<u>1,886</u>		
	Total Properties	<u><u>30,804</u></u>	189.54	5,838,590
Calls for Service	(see summaries)			
	Total all municipalities	156,778,914		
	Municipal portion	2.5022%	127.35	3,922,860
Overtime	(see notes)		13.67	421,127
Court Security	(see summary)		1.06	32,729
Prisoner Transportation	(per property cost)		2.27	69,925
Accommodation/Cleaning Services	(per property cost)		<u>4.90</u>	<u>150,940</u>
Total 2019 Estimated Cost			<u><u>338.79</u></u>	<u><u>10,436,171</u></u>
Year Over Year Variance (estimate for the year is not subject to phase-in adjustment)				
2018 Estimated Cost per Property			339.18	
2019 Estimated Cost per Property (see above)			<u>338.79</u>	
Cost per Property Variance		(Decrease)	0.39	
2017 Year-End Adjustment	(see summary)			(113,740)
Grand Total Billing for 2019				<u><u>10,322,431</u></u>
2019 Monthly Billing Amount				860,203

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
 2018 2018 2019	CHANGE
LIBRARY SERVICES				
GENERAL FUND				
LIBRARY REVENUE				
Provincial Operating Grant	-131,761	-131,761	-131,761	0
Provincial Capacity Grant	-29,116	0	0	29,116
Transfer From Reserves - Grants	0	-29,116	0	0
Service Ontario Grant	-6,375	0	-6,375	0
Student Funding	-3,000	-8,624	-6,000	-3,000
Fees & Fines Revenue	-24,500	-23,301	-23,500	1,000
Donations	-6,000	-8,838	-6,750	-750
Sale of Items	-1,200	-1,677	-1,125	75
Transfer From Reserves	0	0	-34,600	-34,600
Total LIBRARY REVENUE	-201,952	-203,318	-210,111	-8,159
LIBRARY EXPENSES				
Fulltime Wages & Benefits	715,762	728,036	812,775	97,013
Part time Wages & Benefits	652,268	660,344	654,397	2,129
Casual Wages & Benefits	69,850	101,720	73,348	3,498
Student Wages & Benefits	17,939	17,906	18,056	117
Board Wages & Benefits (Non-council)	4,370	1,970	4,370	0
Staff Mileage	8,000	7,106	7,500	-500
Board Mileage & Conferences	5,000	2,355	7,575	2,575
Staff Training & Development	14,675	10,535	11,900	-2,775
Collections Material	285,955	283,024	300,935	14,980
Supplies & Equipment	33,135	33,906	39,775	6,640
Buildings Rent & Utilities Paid	96,008	97,579	136,899	40,891
Facilities Costs	109,240	89,481	112,445	3,205
Furniture	39,000	31,292	57,500	18,500
Computers	57,320	43,125	45,240	-12,080
Vehicles	37,500	35,705	37,300	-200
Promotions	20,350	25,671	21,150	800
Programs	7,300	8,850	7,500	200
Audit & Legal Fees	2,910	4,325	2,900	-10
Special Projects	2,300	1,796	2,150	-150
Service Ontario Project	6,375	0	6,375	0
Provincial Capacity Project	29,116	29,435	0	-29,116
County Support Services	136,705	136,705	112,317	-24,388
Transfer To Reserves	0	1,959	0	0
Transfer To (From) Surplus	0	-380	0	0
Total LIBRARY EXPENSES	2,351,078	2,352,444	2,472,407	121,329
Total GENERAL FUND	2,149,126	2,149,126	2,262,296	113,170

BUDGET SUMMARY – Library Services (SDG Library)	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Provincial Capacity Grant (\$29,116) utilized to purchase digital library improvements, including: a public-use laptop; three iPads; a 3D printer; two mobile WiFi “hotspots”; gaming & virtual reality software; eBooks; and “makerspace” kits
- First full year of extended open hours at branches – 44 hours/week at five Resource branches (Winchester, Alexandria, Lancaster, Ingleside, Morrisburg); at least 16 hours/week at other ten Neighbourhood branches
- Successful application to Young Canada Works for grant to employ two summer students as Summer Reading Club and Outreach Facilitators
- First stepped-increase (to \$4.00/sq. ft.) of Building Rents payments to local municipalities (plan approved by Library Board and Council in 2017)
- Temporary staffing of Communications & Marketing Coordinator (new position) – November, 2017 to June, 2018
- Positive marketing campaign to promote Online Membership Registration → almost 500 new members (with this registration option) to date
- 2,582 new members registered overall for year
- Formal recognition of Library volunteers at second “Volunteer Appreciation Event”, and annual meeting and successful collaboration with Friends of the Library groups to fund ‘Ready to Read Backpack’ initiative
- Introduction of ‘Library of Things’ lending collection – musical instruments (guitars, ukuleles and keyboard), projection equipment, electricity usage monitors,
- New lease of Outreach & Mobile Services vehicle in Q3
- Fewer, more strategic “Pop Up Library” appearances throughout Q2-Q3
- Full in-house review of Library’s former strategic plan by Library Board, resulting in development of new logo, Mission Statement, Vision Statement, Goals, and Strategic Plan – Moving Forward, 2018-2022 → no added expense to budget
- Modest fundraising success with sale of snacks at branches → helped to offset expenses associated with major author event, Terry Fallis, author of One Brother Shy, for ‘SDG Reads’ program
- \$380 over Budget overall for the year

2018 BUDGET VARIANCES:

- Federal Student Grant revenues exceeded forecast by \$5,600
- Fees & Fines revenues below forecast by \$1,200

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

- Donations & Sales above forecast by \$2,800
- Fulltime Wages & Benefits expenses higher than budgeted, due to contract of temporary Communications & Marketing Coordinator → \$12,275 over
- Part time Wages & Benefits over budget, due to unplanned regular staffing changes → \$8,075 over
- Casual Wages & Benefits significantly over budget, partly to fill vacancies caused by unplanned regular staffing changes and to cover Courier → \$31,870 over
- (Non-Council) Board Wages & Benefits under budget due to member(s) missing meetings → \$2,400 under
- Board Mileage & Conferences also under budget due to missed meetings → \$2,645 under
- Staff Mileage expenses under budget by \$895 → continued savings realized by use of Outreach Vehicle to attend meetings and training
- Staff Training & Development under budget due to savings realized in First Aid training and at annual staff meeting – “Dementia Awareness” training by Alzheimer’s Society offered at no cost → \$4,140 under
- Collections Material under budget by \$2,930 → included books (with processing), A/V material, magazines (print & digital), book leasing, database subscriptions, and digital books
- Careful monitoring of Supplies & Equipment purchases (Courier clothing, office supplies, branch supplies, copiers/printers, equipment maintenance & repair, and small equipment purchases) seen → only \$770 over
- Facilities Costs under budget overall, due to savings realized in Telephone & Internet expenses (\$9,900), branch security improvements not realized, and branch cleaning savings (\$4,600) → \$19,760 under overall
- Furniture under budget due to shelving orders for two branches placed late in year → \$7,700 under
- Under budget in Computer Purchases – new Library server(s) not purchased by year-end → \$14,195 under
- Outreach Vehicle lease costs increased to \$447/month as of August (from \$380/month prior) → \$1,795 savings to budget realized due to beneficial lease tenders received
- Promotions exceeded budget due to “postcard” campaign (\$3,000), plus newly branded promotional items purchased in Q2 → \$5,300 over budget
- Library Programs over-budget by \$1,500 → ‘SDG Reads’ program expenses off-set by fundraising revenues
- Legal fees incurred during year were not budgeted for → \$1,475 over
- Special Projects under-spent by \$1,500, as “Ready to Read Backpacks” were funded primarily through donations by Friends of the Library groups
- No “ServiceOntario in Libraries” funds (\$6,375) received, or purchases made in 2018

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

2019 BUDGET IMPACT:

- No indication that provincial enhancement grants are forthcoming -> did not include \$\$ figure in (projected) Revenues or Expenses
- Increased \$\$ forecast for student funding in Revenues
- Transfer of \$20,000 from Furniture Reserves to offset cost of new shelving for Lancaster Branch (identified priority)
- Transfer of \$14,600 from Mobile Services Reserves to finance one-time implementation expense of BiblioCommons (catalogue search enhancement tool) and purchase of additional WiFi hotspots
- Fulltime Wages and Benefits increase reflects return (from maternity leave) of Communications & Marketing Librarian → based on predicted 3% COLA at time of Board presentation
- Decrease to Board Mileage & Conferences expenses, with three public Board members permitted to attend 2020 OLA Super Conference and Board Bootcamp (registration credit incurred in 2019) → reduction of \$2,775 over previous year
- Increase in Collections Material to allow for new database subscription to BiblioCommons (\$12,000 annually) → overall increase of \$14,980
- Stepped increase (to \$6.00/sq. ft) in Branch Rents at 14 branches → increase of \$43,150
- Increase of \$2,010 in Phones & Internet to purchase 15 additional mobile WiFi “hotspots” and data plan to meet public demand → to be introduced in Q2
- Computer Purchases increase budgeted – identified need to change current configuration of public access computers (PAC) (\$8,400/yr lease)
- Small increase to Programs will still necessitate fundraising efforts → \$200
- Still looking for appropriate Branch Security system to replace outdated hardware/service → \$650 increase over previous year
- \$3,400 decrease to Branch Cleaning

2019 BUDGET OPTIONS:

- Budget estimates presented were approved by the Stormont, Dundas and Glengarry County Library Board on October 24, 2018
- Transfer \$1,000 from Library Specific Donations Reserves to Programs, to be dedicated to programs at Ingleside Branch during year → donation made in December, 2018
- Decrease Fulltime Wages & Benefits by \$3,645 to reflect current COLA (2.4%)
- Put \$43,150 into a new “Branch Rents Reserves” to be used in 2020 when lease rate increases to \$8.00/sq. ft. for all branches

COUNCIL BUDGET



GL5410

Date : Feb 06, 2019

Page : 1

Time : 3:11 pm

For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
HEALTH & SOCIAL SERVICES2018..... 20182019.....	CHANGE
GENERAL FUND				
HEALTH & SOCIAL SERVICES EXPENSES				
Seniors Support Centres	199,650	199,650	199,650	0
Eastern Ontario Health Unit	1,061,400	997,760	1,046,000	-15,400
Land Ambulance	4,072,201	4,045,577	4,686,529	614,328
Social Services	806,870	824,050	807,598	728
Social Housing	1,729,884	1,652,129	1,631,754	-98,130
GlenStorDun Lodge	806,943	786,286	761,410	-45,533
Total HEALTH & SOCIAL SERVICES EXPENSE	8,676,948	8,505,452	9,132,941	455,993
Total GENERAL FUND	8,676,948	8,505,452	9,132,941	455,993

BUDGET SUMMARY – HEALTH & SOCIAL SERVICES	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Seniors Support Centres: SDG County continues to fund six seniors' support centres across SDG. Funding totaling \$199,650 is provided annually to:
 - the NorDun Seniors' Support Center in Winchester,
 - the JW MacIntosh Seniors' Support Centre in Williamsburg,
 - the South Stormont Senior's Support Centre in Ingleside,
 - the North Stormont Senior's Support Centre in Finch,
 - the Rendez Vous Seniors' Support Centre in Alexandria, and
 - the Lan-Char Seniors' support Centre in Lancaster.

This amount of funding has not changed since their last request for an increase in 2015.

- Eastern Ontario Health Unit: It is anticipated that representatives of the Health Unit will present their 2019 budget and 2018 accomplishments at an upcoming Council meeting.
- Land Ambulance, Social Services, Social Housing and GlenStorDun Lodge: These public services are administered by the City of Cornwall and cost shared with SDG County. Representatives from the City of Cornwall will attend the February 19, 2019 Regular Meeting of Council to present their 2019 budgets and 2018 accomplishments.

2018 BUDGET VARIANCES:

- The actual 2018 cost of the Eastern Ontario Health Unit is not yet known. The amount reported of \$997,760 is the net amount of SDG's portion of their approved 2018 budget (\$1,026,284) less SDG's portion of their final 2017 surplus (\$28,524) received in 2018. This amount is below the county budgeted amount of \$1,061,400 due to different budget schedules. The EOHU did not have a 2018 draft budget prepared when SDG held our budget discussions therefore the 2018 cost was an estimate based on previous years.
- The actual 2018 costs of Land Ambulance, Social Services, Social Housing and GlenStorDun Lodge are not yet known. The actual 2018 amounts reported are SDG's portion of the City of Cornwall's approved 2018 budget and these amounts have been paid during 2018. The amounts differ from the County budgeted amounts due to different budget schedules. Once approved, the City of Cornwall's

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

final 2018 budgeted amounts varied from the draft amounts presented to SDG.

2019 BUDGET IMPACT:

- No change is expected in the funding paid to the Seniors Support Centres in 2019
- The Eastern Ontario Health Unit's 2019 budget is not yet available and an amount of \$1,046,000 has been estimated. This amount is based on their 2018 approved budget of \$1,026,000 plus 2% or \$20,000.
- The City of Cornwall has provided the amounts for SDG's portion of the shared services and Representatives will attend the February 19, 2019 Regular Council meeting to present their respective draft 2019 budgets.

2019 BUDGET OPTIONS:

- The Eastern Ontario Health Unit usually finalizes each year in a surplus position. A 2018 surplus could be estimated at an amount equal to the 2017 surplus received, or \$28,500.
- Representatives from the City of Cornwall will present any 2019 options within the shared services that they administer.

COUNCIL BUDGET



GL5410

Date : Feb 06, 2019

Page : 1

Time : 3:12 pm

For Period Ending 31-Dec-2019

FINANCE DIVISION	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
GENERAL FUND				
FINANCE DIVISION REVENUE				
Asset Mgmt Provincial Funding	-50,000	0	0	50,000
Asset Mgmt FCM Funding	-50,000	-39,800	-10,200	39,800
Asset Mgmt Transfer From Reserves	-50,000	0	-50,000	0
SD&G Resource Stewardship Reserve	-27,700	-5,000	-22,681	5,019
Interest Income	-200,000	-385,711	-375,000	-175,000
Total FINANCE DIVISION REVENUE	-377,700	-430,511	-457,881	-80,181
FINANCE DIVISION EXPENSES				
Wages & Benefits	423,800	407,588	431,485	7,685
Training & Development	9,350	9,438	9,725	375
Associations & Memberships	5,575	4,265	4,450	-1,125
Postage & Mailer	15,000	10,670	15,000	0
Office Supplies & Copier	7,600	9,783	9,100	1,500
Phones & Equipment	11,800	11,447	12,900	1,100
Vadim Software	126,100	127,521	122,000	-4,100
WSIB & Employee Assistance Package	54,485	51,658	56,450	1,965
Liability Insurance	55,000	64,007	62,000	7,000
Audit Fees	10,000	9,158	10,000	0
Legal Fees	5,000	611	1,000	-4,000
Assessment Management	5,000	2,594	5,000	0
MPAC	1,130,000	1,133,344	1,151,800	21,800
SD&G Resource Stewardship	27,700	5,000	22,681	-5,019
Asset Management Projects	200,000	61,886	60,200	-139,800
County Support Services	-282,040	-282,040	-325,097	-43,057
Total FINANCE DIVISION EXPENSES	1,804,370	1,626,930	1,648,694	-155,676
Total GENERAL FUND	1,426,670	1,196,419	1,190,813	-235,857

BUDGET SUMMARY – FINANCE DIVISION	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Completed audit services RFP and retained MNP at cost of \$13,250 (County, Library and Police Boards combined)
- The SDG Asset Management Working Group with representatives from the county and most local municipalities, researched, evaluated and selected asset management software. SDG is currently completing importing asset data as well as linking to GIS.
- Successful funding application for \$50,000 with the Federation of Canadian Municipalities (FCM) for our asset management software & building condition assessments
- Completed conversion of all assets numbers to new system implemented with the 2018 road needs study and updated software
- Completed Building Condition Assessments RFP and collected data on the components of all county buildings to be imported into the asset management software
- Researched, reviewed & implemented Employment Standards Act changes under Bill 148 and also implemented subsequent legislated changes
- Separation of IT Division from Financial Services Department
- Various staff completed financial internal controls training
- Successful appeal of 2005 WSIB claim; parties reached agreement at the WSIB Tribunal hearing but subsequently the other party appealed the Tribunal decision
- Multi-Residential tax ratio reduced to match residential ratio in order to encourage development of multi-residential properties
- Property tax capping finally ended across SDG; began in 1998 and cost SDG over \$10.6 million
- Hosted successful MMAH Eastern Ontario Treasurers session with approximately 150 municipal finance professionals attending
- Negotiated an enhanced banking services agreement with BMO with increased interest rate and complementary Brinks pickup of cash to deposit
- Reviewed & updated all department job descriptions
- Renewed assessment management consultant contract in order to assist local municipalities with complicated property assessment issues
- Implemented new MPAC Municipal Connect website and tools

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- Investigated & implemented council remuneration changes due to the elimination of the 1/3rd non-taxable allowance; restructured council payroll and schedule
- Completed the transition of all Users to new Vadim RIM
- Completed two recruitments due to one retirement and one backfill replacement; in early 2019 completed the recruitment of the new Director of Financial Services/Treasurer being Rebecca Russell
- Prepared & presented Council orientation information
- Continued to participate in MoF OMPF Resource Group, SDG Treasurers Group, EOWC Treasurers Group, MMAH Eastern Ontario Treasurers Group, Association of Municipal Clerks & Treasurers, etc

2018 BUDGET VARIANCES:

- Asset Management: It had been anticipated that \$50,000 of the county OCIF funding would be used towards our asset management project in 2018. This project will be completed underbudget and the unused OCIF funding was transferred into the Roads OCIF funding revenue. Some costs will be completed in 2019, resulting in the corresponding FCM funding to be allocated across 2018 and 2019. The dedicated reserve will also be used in 2019 rather than 2018. The following chart summarizes our asset management project.

Asset Management	Budget 2018	Actual 2018	Budget 2019
Provincial OCIF Funding	\$ 50,000	\$ -	\$ -
FCM Funding	\$ 50,000	\$ 39,800	\$ 10,200
County Reserves	\$ 50,000	\$ -	\$ 50,000
Total Project Revenue	\$ 150,000	\$ 39,800	\$ 60,200
Asset Management Project Expenses	\$ 200,000	\$ 61,886	\$ 60,200
Net Budget Requirement	\$ 50,000	\$ 22,086	\$ -

- It had been anticipated that in 2018 the SD&G Resource Stewardship would request the balance of their reserve to be paid to a similar organization, but the request has just recently been received. See attached Key Information Report.
- Interest Income was \$185,711 overbudget (Budgeted \$200,000 vs Actual \$385,711). This significant improvement to interest income result from increases to the interest rate received and the county's daily cash balance is also higher than previous years. The county's current banking agreement outlines an interest rate at prime less 1.57%; prime is currently 3.95% and the county is receiving 2.38% interest income. As a result of the level of reserves and postponed projects, the county's cash balance has also increased resulting in higher interest income.
- Wages & Benefits are \$16,212 underbudget (Budgeted \$423,800 vs Actual \$407,588) due to a retirement and new employees beginning at a lower salary.

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- Liability Insurance was \$9,007 overbudget (Budgeted \$55,000 vs Actual \$64,007) due to an increase in liability premium. The corporate insurance package renewal occurs on July 1 and in 2018 Council approved adding a \$2,900 addition for Employment Practices Liability and the balance of the increase was due to liability rate increase.
- Legal Fees were \$4,389 underbudget (Budgeted \$5,000 vs Actual \$611). SDG had appealed a WSIB decision on an injury claimed in 2005 by a Worker under a Human Resources Development Canada work-placement program with the County. A WSIB Appeals Tribunal hearing was held in December 2017 which resulted in an agreement being reached by all Parties. Unfortunately, the Worker's Representative subsequently appealed the solution which they had previously agreed to. It had been anticipated that a hearing for this subsequent appeal would occur in 2018 but it has not yet been scheduled.
- Assessment Management is \$2,406 underbudget (Budgeted \$5,000 vs Actual \$2,594). Although this is a small variance, this program warrants to be highlighted for Council's awareness. For many years, SDG County has contracted with an assessment expert to assist all local municipalities with complicated assessment issues. This Assessment Management Contractor is a retired MPAC employee who specialized in commercial & industrial properties. Each local municipality contacts this expert for advice and assistance with complicated assessment appeals and the minor cost is paid by the county.

2019 BUDGET IMPACT:

- Asset Management Provincial funding will not occur in 2019, while the \$10,200 Federation of Canadian Municipalities (FCM) funding is the balance of the approved \$50,000 funding towards our asset management project. As described above the reserve previously dedicated for this project will be used toward this project in 2019.
- SD&G Resource Stewardship: See attached report
- Interest Income has been increased to \$375,000 to align to the actual 2018 income.
- Liability Insurance has been increased to correspond to the actual 2018 cost.
- Legal Fees have been reduced to \$1,000 in anticipation that the appeal of the 2005 WSIB case and 2017 Tribunal decision will be resolved with minimal cost.
- MPAC cost has increased by \$21,800 to \$1,151,800. Provincial legislation requires municipalities to use the assessment services of the Municipal Property Assessment Corporation (MPAC). MPAC costs are charged to municipalities in proportion to their assessment values and property counts and SDG County's cost includes all local municipalities.
- Asset Management Project budget is planned to cost \$60,200 in 2019 and includes the completion of the asset management software modules, its annual subscription and students to compile updated data and linkage to GIS.
- County Support Costs allocations have been updated and result in an increased

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charge to other departments for corporate liability insurance, postage, and processing accounts payable and payroll.

2019 BUDGET OPTIONS:

- Review of Financial Internal Controls: Council discussions during 2018 highlighted the importance of internal financial controls in SDG municipalities. It was suggested that the County could obtain the services of an external expert to review the financial internal controls in place at all SDG municipal offices. This review would result in a report to each Council containing comments on key controls that are in place and recommendations for improvements. Segregation of duties is a primary method of internal control, although it is a significant challenge in finance departments with a small number of employees. Expert guidance on addressing risk within small office environments could be very beneficial for all SDG municipalities. Development of best practices for internal controls could be the basis for Council approved financial policies and procedures in each municipality. It had been planned that \$50,000 be included in the County's 2019 budget to complete this important project for all seven SDG municipalities. Due to the upcoming change in staffing within the county's Finance Department, it is recommended that this important project be postponed to 2020. At that time, Finance Department staff would be in a better position to accommodate the required time to organize the RFP, lead the Evaluation Team, award the purchase, work with the consultant in reviewing the County's internal controls, report to Council, and implement the final recommendations. If Council desire this project to be completed in 2019, an estimated cost of \$50,000 would need to be added to the current draft budget.
- Yet uncommitted costs within the 2019 asset management project could be eliminated but, as described above, the full project costs of \$60,200 are funded by FCM and reserve revenues. Uncommitted costs include student wages/benefits and asset management policy development costs totaling \$36,000.
- Interest Income could be increased an additional \$25,000 to \$400,000. This level of income may be achievable based on the 2018 level of revenue and the slightly enhanced BMO rate of interest which began in November 2018.
- The SD&G Resource Stewardship reserve of \$22,681 could be used towards a county cost and not contributed to the Ontario Woodlot Association. See attached report.

KEY INFORMATION REPORT

FINANCIAL SERVICES

February 19, 2019

SUBJECT: SD&G Resource Stewardship Council

BACKGROUND:

The SD&G Resource Stewardship Council operated in SDG for 17 years until the province cancelled the Ontario Resource Stewardship program in 2013. This organization worked with private landowners to promote sustainable resource management and the group participated in many activities including the SD&G Envirothon, Eastern Ontario Children's Water Festival, Warwick Demo Forest, Well Identification, National Forest Week school kits, lending of forestry equipment, community tree planting, County roadside planting, Butternut Recovery Program, SD&G Certified Forest Owners Program, Glengarry Wood Fair, St. Lawrence River restoration, Woodlot Advisory, seed collection, etc.

For many years, SDG County provided basic accounting services to the SD&G Resource Stewardship Council. The organization obtained funding itself and was always in a net revenue position. These excess revenues were maintained in a dedicated reserve on the County's financial records and the reserve's current balance is \$22,681.27. Members of the former organization are requesting that the funds be contributed to the SD&G Chapter of the Ontario Woodlot Association.

As the attached flyer outlines, the SD&G Chapter of the Ontario Woodlot Association participates in activities similar to the former SD&G Resource Stewardship Council and, in fact, some of the same individuals are/have been involved in both organizations.

COMMENTS/OBSERVATIONS:

A formal request has recently been received that the current reserve be paid to the SD&G Chapter of the Ontario Woodlot Association. The draft 2019 budget includes the full balance of the reserve being used in 2019, although the actual use is not yet determined.

Options for Council to consider include:

- Approve the request and transfer the full funds to the SD&G Chapter of the Ontario Woodlot Association,
- Approve the request with the condition that the funds be allocated to development of the County owned Osnabrock Forest,
- Rename the reserve and use the funds in the future for forest or other projects,

Council discussion is requested and if transferring the funds is preferred, an Action Request will be included in the March 18, 2019 Council agenda to formalize in a resolution.

Eastern Ontario Model Forest

The Eastern Ontario Model Forest (EOMF) works with landowners, industry, First Nations, non-government organizations, various levels of government, and others to develop new ways to sustain and manage forest resources. The EOMF champions the belief that all have a stake in ensuring that the environmental, economic, cultural and social values of eastern Ontario's forests are maintained for the benefit of all, now and in the future.

Forest Certification

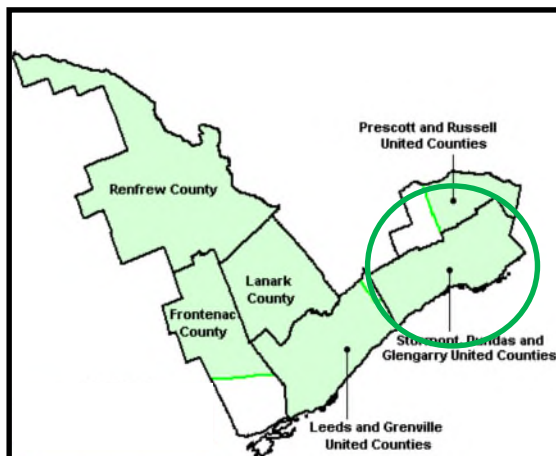
Why should you get certified?

Certification works to ensure that management practices are consistently applied across the forest landscape assuring everyone, from woodlot owners to community members to wood product consumers that the forest and all its values have been considered and are being responsibly managed. Forest certification strives to create a balance of environmental, social, and economic values is challenging.

What are the advantages to Forest Certification?

- Assurance of a forest well-managed for all values
- Credibility and accountability for forest management practices
- Access to unique markets and potential for increased revenues from the sale of certified wood products.

EOMF Website: www.eomf.ca



President: Elaine Kennedy

Vice President: Bruce McPherson

Secretary: Elaine Kennedy

Treasurer: Dorothy Hamilton

OWA Chapter Rep: Dorothy Hamilton

Other: Chris Bowen, Lani Chadwick,
Barbara Gale, Gary Ivens

P.O. Box 29
38 Victoria St.
Finch, ON
K0C 1K0

Telephone: 613-984-2948 Ext. 285
or
1-877-984-2948 Ext. 285
E-mail: sdgowawood@gmail.com

OWA Website
www.ontariowoodlot.com



**Stormont, Dundas &
Glengarry
Chapter of the Ontario
Woodlot Association**



Services Provided:

General Inquiries/Referrals
Forest Consultants
Property Mapping
Reference Library
Workshops
Tours



Programs:

Forest Certification –EOMF
Woodlot Advisory Services
(WAS)
Alternative Land Use
Services (ALUS)



Events:

Riceville Wood & Forest
Exhibition - Sunday
September 9th

Eastern Chapter Society
of Ontario Nut Growers
Tour—Saturday
September 15th



South Nation
Conservation Annual Bus
Tour—Tuesday
September 18th



Ontario Woodlot Association (OWA)

The Ontario Woodlot Association (OWA) is a provincially based, non-profit organization with a network of regional Chapters across the province.



The membership believes that private landowners have a key role to play to ensure that sustainably managed forests remain part of Ontario's future.

1992: the OWA was formed with 35 members.



2018: now 21 Chapters across Ontario with over 1,600 members.

Allows members to participate with others close to home in "hands-

on" activities such as workshops, woodlot tours, demonstrations, and other learning activities.

Become a Friend: As a Friend of the OWA, your \$20 donation. You will receive our monthly e-letter "News from around the Woodlot", have your name added to our Book of Friends

Become a Champion Donor: With a donation of \$25 or more, you become a Champion Donor and, along with our monthly e-letter, will have your name placed on the Wall of Champions.

Join us! A \$50 annual membership fee. All funds are applied to OWA's objectives and to provide woodlot owners, and the public, with relevant woodlot tours, workshops, newsletters and other publications, hands-on-activities, woodlot conferences, etc.

Canadian Federation of Woodlot Owners

Canadian woodlots are small forests owned or managed by 450,000 families across Canada. These woodlots are an important source of employment and revenue for these families and many others, providing more than 15% of the timber supply to Canadian sawmills and paper mills. Woodlots are living examples of sustainability in action, and also contribute to society's well being through clean water, wildlife habitat and carbon storage. Many carefully managed woodlots pass from generation to generation, and contribute to maintaining Canada's beautiful rural scenery.



Woodlot Advisory Service (WAS)

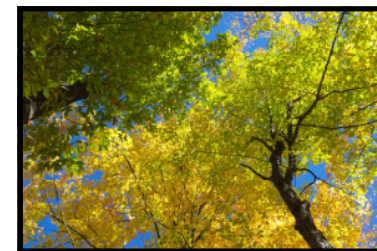
The S.D.&G. Chapter of the OWA (SDGOWA) along with South Nation Conservation (SNC) are offering a **\$500 rebate** to landowners interested in preparing a Forest Management Tax Incentive Plan (MFTIP) for their property.

SNC will provide the rebate to eligible landowners through various project partners such as the Ottawa Rural Clean Water Program, the United Counties of Stormont, Dundas and Glengarry and the United Counties of Prescott and Russell.

To be eligible for the rebate from the SDGOWA landowners must become members of the Ontario Woodlot Association (OWA) for a minimum of 2 year (membership fee: \$100) and provide a Managed Forest Tax Incentive Plan (MFTIP) written by an MFTIP approver.

S.D.&G. Chapter of the OWA

The S.D.&G. Chapter of the OWA is a non-profit service organization of private woodlot owners within the United Counties of Stormont, Dundas & Glengarry that promotes responsible and long-term forest management practices.



- **2006:** the S.D.&G. Certified Forest Owners was formed with 8 members.
- **2007:** became a not-for-profit corporation.
- **2009:** partnered with the Glengarry Pioneer Museum to start the Glengarry Wood Fair and Wood Auction.
- **2011/12:** received Ontario Trillium Grant to assist landowners with forest based activities on their properties.
- **2013:** signed Memorandum of Understanding (MOU) with South Nation Conservation to partner in providing local forestry services such as the Woodlot Advisory Service (WAS), workshops and tours.
- **2014:** dissolved the S.D.&G. Certified Forest Owners Inc. and joined the OWA as a Provincial Chapter.
- **2018:** current membership is 83 with a forest base of 1,800 ha (4,500 acres).

COUNCIL BUDGET



For Period Ending 31-Dec-2019

COURT DIVISION	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
GENERAL FUND				
COURT DIVISION REVENUE				
Gross Fine Revenue	-3,100,000	-3,043,650	-3,000,000	100,000
Fines Collected by Other Courts	-225,000	-178,700	-180,000	45,000
Provincial Surcharge & Dedicated Fines	620,000	581,942	570,000	-50,000
Provincial Funding	-3,400	243	0	3,400
Total COURT DIVISION REVENUE	-2,708,400	-2,640,165	-2,610,000	98,400
COURT DIVISION EXPENSES				
Wages & Benefits	568,070	514,944	637,000	68,930
Prosecution Services	85,000	32,278	20,000	-65,000
Training & Development	14,400	8,911	11,000	-3,400
Forms, Supplies & Phones	21,500	16,573	20,500	-1,000
Notices & Mailing Services	12,500	10,201	10,500	-2,000
Ticket Scanning	7,000	6,611	7,000	0
Software & Equipment	29,900	23,414	29,000	-900
Credit Card Charges	56,000	62,100	31,000	-25,000
Credit Card Charges/Wages	0	0	25,000	25,000
County Support Services	126,850	120,850	124,148	-2,702
Satellite Court Leases	9,000	5,800	6,100	-2,900
Collection Costs	60,000	62,484	64,000	4,000
Icon Computer System Charge	36,000	28,913	30,000	-6,000
Provincial Monitoring	25,000	25,044	25,000	0
Interpreters & Translators	20,000	22,104	22,000	2,000
Escort, Witness, & Reporter Fees	4,000	8,259	7,000	3,000
Judicial Services	190,000	201,459	205,000	15,000
City of Cornwall Portion	601,800	621,422	557,000	-44,800
Total COURT DIVISION EXPENSES	1,867,020	1,771,367	1,831,248	-35,772
Total GENERAL FUND	-841,380	-868,798	-778,752	62,628

BUDGET SUMMARY – COURT DIVISION	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

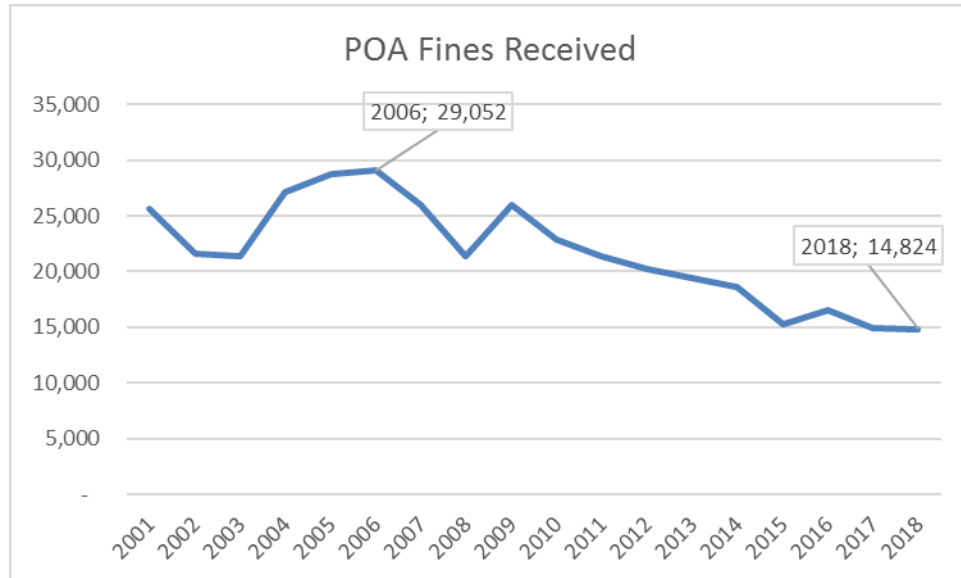
- Various cost-cutting measures were implemented during 2018 to offset low revenue; these reductions were successful since the County portion of the yearend net financial position was \$27,000 more net revenue than budgeted.
- Created inhouse Municipal Prosecutor position with enhanced service to local municipalities; recruited experienced & skilled Municipal Prosecutor Lynn Riviere.
- Our Municipal Prosecutor is building a positive relationship with the enforcement agencies including a mentoring program for new officers to become familiar with best practices with trial documentation and processes.
- Replacement of 1 vacant position delayed pending ticket volume improvement.
- Researched & currently implementing new credit card processing firm with card-holder paying service charges.
- Implemented Brinks pickup of banking; BMO absorbing the cost.
- Researched & planned for download of Part III POA charges.
- The Ministry of Attorney General has created an online case look-up www.Ontario.ca/ticketsandfines
- SDG POA office suspended an average of 190 driver's licenses each month in 2018. Unpaid driving related POA fines which caused a driver's license suspension can now also result in vehicle plate denial. These fines can be paid at a Service Ontario office and the driver's license is reinstated immediately. Due to provincial processing timelines, fines paid at any POA court continue to require 4-5 days for the driver's license to be reinstated. This delay is explained to anyone attempting to pay these fines at our court office so that he/she can decide to make their payment at Service Ontario.
- Continued to participate in Municipal Court Manages Association, Shared Services Joint Liaison Committee, SDG Bylaw Enforcement Group, & SDG POA Panel.

2018 BUDGET VARIANCES:

- Fines: Gross Fine Revenue, Fines Collected by Other Courts and the Provincial Surcharge are less than budgeted due to a lower number of tickets being issued by the various enforcement agencies. The number of fines received directly impacts the revenue from fines. The volume of fines has fluctuated over the years and peaked in 2006 at 29,052. Unfortunately, the number of fines has been steadily declining and 2018 resulted in the lowest volume of 14,824 fines being

UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY

received. This problem has been highlighted with the enforcement agencies and the reasons remain unknown.



The number of fines issued by enforcement agency is summarized in the chart below. In 2006 the proportion of fines issued were: OPP 82%, City 12%, Ministries 3% and Scales/Misc 3%. In 2018 the proportions were: OPP 66%, City 11%, Ministries 13% and Scales/Misc 10%.

POA FINES FILED							
Year	TOTAL CHARGES	OPP	CITY PD	MINISTRIES	SCALES & MISC	CORNWALL REGIONAL TASK FORCE	As % of Previous Year's total
2006	29,052	23,923	3,366	964	799	-	101%
2007	25,990	20,953	2,858	1,058	1,121	-	89%
2008	21,318	16,640	3,082	986	610	-	82%
2009	26,024	18,971	4,730	1,236	1,087	-	122%
2010	22,865	15,910	4,544	1,112	1,282	17	88%
2011	21,371	15,032	3,288	1,546	1,446	59	93%
2012	20,178	13,406	2,942	1,985	1,587	258	94%
2013	19,433	12,483	3,257	2,055	1,595	43	96%
2014	18,619	11,216	2,519	3,214	1,647	23	96%
2015	15,311	9,294	1,920	2,478	1,590	29	82%
2016	16,571	10,921	1,393	2,214	2,011	32	108%
2017	14,970	8,576	1,773	2,459	2,141	21	90%
2018	14,824	9,747	1,584	1,960	1,482	51	99%

- Provincial funding in the amount of \$3,400 had been expected in 2018. Funding for French language training was approved in 2017 and \$2,700 received to recover these additional expenses. Although the funding program continued into 2018, \$3,400 of new French language training could not be acquired and therefore the

**UNITED COUNTIES OF
STORMONT, DUNDAS & GLENGARRY**

funding also did not materialize. This is also reflected in the cost of Training & Development in 2018.

- Wages & Benefits were \$53,126 underbudget in 2018 (Budgeted \$568,070 vs Actual \$514,944). As a result of the reducing ticket volume, it had been anticipated that a layoff of one employee may occur, causing an employee to obtain employment elsewhere. The vacant position has not yet been replaced.
- Prosecution Services were \$52,722 underbudget (Budgeted \$85,000 vs Actual \$32,278) due to the local Crown office fulfilling their contract to provide SDG with prosecution services with their internal staff. In the past, contract prosecutors were used resulting in regular invoices being paid. The \$32,278 includes \$20,000 paid to the Ministry of Attorney General for Part III charges and the balance is contract prosecutors paid prior to creating the inhouse position.
- Training & Development is underbudget, predominantly due to the absence of the additional French language training described above.
- Credit Card Charges were over budget by \$6,100 (Budgeted \$56,000 vs Actual \$62,100). Receiving payments by credit card is a growing occurrence, resulting in higher service charges. A Credit card processing company which directs the service charges to the card-holder will be implemented in 2019.
- Satellite Court Leases were \$3,200 underbudget (Budgeted \$9,000 vs Actual \$5,800). The requirement to insure the Alexandria building was removed from the lease contract, resulting in savings. There are two leases for courtroom space; trials are held in Alexandria and Morrisburg one day per month.
- ICON Computer System Charge was \$7,087 underbudget (Budgeted \$36,000 vs Actual \$28,913). The province charges \$1.95 per ticket as a software cost which has reduced due to the fewer tickets received.
- Escort, Witness, & Reporter Fees is \$4,259 overbudget (Budgeted \$4,000 vs Actual \$8,259) due to additional trial transcripts required to be typed externally (fewer employees to complete this function) and higher than usual cost for witness's travel/accommodation to attend trials.
- Judicial Services is \$11,459 overbudget (Budgeted \$190,000 vs Actual \$201,459). The province charges \$300 per hour for Justice of the Peace and, while this rate is unchanged from 2017, the hours we have required JPs increased in 2018. Although we have fewer fines being issued, there is an increasing number of trial requests due to the high amount of the penalties.
- City of Cornwall Portion is \$19,622 overbudget (Budgeted \$601,800 vs Actual \$621,422). Based on the shared services agreement for POA, the City of Cornwall receives a proportion of the net income based on their population, currently 41.7%. Since 2018 net income was higher than budgeted, the City of Cornwall's portion is higher as well.
- The County's portion of the Court Services net revenue was budgeted to be \$841,380 and the 2018 actual was \$868,798. This \$27,418 higher revenue was possible due to cost-cutting measures which were implemented resulting in

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savings that exceeded the falling revenue from fewer fines being issued by the enforcement agencies.

2019 BUDGET IMPACT:

- Gross Fine Revenue has been trending down as a result of the number of fines received declining each year. This trend could continue therefore the 2019 Gross Fine Revenue has been reduced by \$100,000 to \$3 million. This amount is only slightly less than the 2018 actual revenue, since it is hoped that the recent increase in distracted driving fines will partially offset the lower number of fines issued.
- Fines Collected by Other Courts is also expected to decline due to the declining number of fines being issued. POA charges can be paid at any court in the Province and tickets issued on Highway 401 are often paid at the Defendant's place of residence. As the number of fines issued declines, so does the revenue received from other courts and the budgeted 2019 Fines Collected by Other Courts has been reduced by \$45,000 to \$180,000.
- Provincial Surcharge is also impacted by reducing fine revenues. A mandatory Victim Fine Surcharge is added to every POA fine and, as fines are paid to SDG County, the Victim Fine Surcharge is remitted to the Province. This surcharge and dedicated fines are usually approximately 19% of our gross fine revenue and 2019 is estimated to be \$570,000.
- Provincial funding for French language training will not occur in 2019.
- Wages & Benefits has increased by \$68,930 in 2019 but is offset by a reduction in Prosecution Services of \$65,000. This reallocation of costs is a result of creating an inhouse Municipal Prosecutor position and not paying external contractors for this service. As an inhouse function, SDG municipalities will receive enhanced service with many benefits at approximately the same cost to the County.
- Credit Card Charges have been steadily increasing as payment of fines by credit card increases in popularity. Credit Card Charges were budgeted in 2018 to cost \$56,000 and this amount has been divided into two lines for 2019 budget: Credit Card Charges at \$31,000 and Credit Card Charges/Wages at \$25,000. A change in credit card processing company is currently being implemented and the new processing company has the ability for the credit card User to accept and pay the service charge. While this change would provide significant savings, the largest disadvantage is that these transactions will no longer be imported electronically into the provincial fine software, ICON. The new processing company's transactions would require our employees to manually enter each payment into ICON. As described above, our current staffing level is reduced, and current resources may not be able to absorb the time required for this additional processing. It is anticipated that the currently vacant fulltime position may be replaced with a part-time employee, enabling credit card payments to be entered manually and would also alleviate challenging reception desk staff-shortage during vacations. The 2019 budgeted credit card savings of \$25,000 will be

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- required for wages of this part-time employee.
- Judicial Services cost has been increased by \$15,000 to \$205,000 to align with the actual 2018 cost. Although the number of fines received are declining, requests for trials are increasing; possibly due to the higher value of the individual fines as established by the province.
 - Net Revenues are shared with the City of Cornwall in proportion to the population reported in the AMCTO Municipal directory. The City of Cornwall's portion at 41.7% is budgeted at \$557,000 in 2019.
 - SDG County's 58.3% proportion of net revenue is budgeted to be \$778,752 in 2019, which is \$62,628 less net revenue than the 2018 budget. This net revenue is used to reduce the requirement from SDG property tax payers.

2019 BUDGET OPTIONS:

- The Provincial Offences Intermunicipal Agreement requires a POA Panel which is comprised of the SDG CAO and a representative from each of the Serviced Municipalities, being the City of Cornwall and the six local municipalities in SDG. The POA Panel met on November 28, 2018 where the draft 2019 budget was discussed. Additional information has become available since that time requiring some minor changes to the draft budget being presented to council. These minor changes have not substantially changed the 2019 Court Services budget from the version that the POA Panel discussed.
- In January 2018, SDG County was notified by the Ministry of Attorney General of their intent over the following two-years to transfer the responsibility for Part III prosecutions to municipal courts. Part III charges occur on more serious issues and a court appearance must occur for the Justice to determine the penalties. Currently the Ministry charges SDG approximately \$20,000 for Part III prosecution. It will be beneficial for this transfer of responsibility to occur as soon as possible since our inhouse Municipal Prosecutor is positioned to perform this function, thereby eliminating our payment to the province. Recently a letter was sent to the Ministry of Attorney General requesting the transfer to be completed. Council will be updated as information becomes available on this change.
- The Administrative Monetary Penalties System (AMPS) is an emerging approach to dealing with minor by-law infractions and is designed to streamline the enforcement process. This system of enforcement transfers by-law disputes from the courtroom to the municipality through the use of Screening and Hearings Officers who are able to modify, cancel, or affirm penalties. The Township of North Dundas is leading this initiative and are hoping to implement the Administrative Monetary Penalties System for some of their by-laws in early 2019. Other local municipalities are also interested and are monitoring North Dundas' progress. When implemented, the AMPS process would be administered by each local municipality and the County's Municipal Prosecutor will assist by functioning as

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the Hearings Officer to hear and decide formal objections to these penalties. Council will be updated as information becomes available on this change.

- Legislation has been approved although not yet proclaimed, that will transfer some functions to SDG County which are currently the responsibility of the Justice of the Peace. These functions include approving extensions of time to pay, early resolution agreements, reopenings, etc. Also, the impact on fines and trials under the new cannabis legislation is not yet known. Council will be updated as information becomes available on this change.
- It is planned to delay recruiting the part-time employee until it is certain that the manual entry of credit card payments is straining the successful completion of other office and court responsibilities. This option could be eliminated and the \$25,000 removed from the 2019 budget.
- Credit card costs will be reduced in 2019 with the transition to a new processing company. Unfortunately, this will result in the credit card Holder to incur these charges. Changing this plan would result in SDG continuing to pay these costs.

COUNCIL BUDGET



GL5410

Date : Feb 06, 2019

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Time : 3:13 pm

For Period Ending 31-Dec-2019

IT SERVICES	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
GENERAL FUND				
IT SERVICES REVENUE				
Recovered Costs	0	-21,020	0	0
Transfer From Reserves	0	0	-6,000	-6,000
Total IT SERVICES REVENUE	0	-21,020	-6,000	-6,000
IT SERVICES EXPENSES				
Wages & Benefits	359,450	298,890	480,564	121,114
Travel, Training & Development	16,175	7,478	15,900	-275
Supplies & Equipment	19,485	17,764	15,900	-3,585
Phones & Internet	31,000	37,985	36,000	5,000
Software	20,575	22,145	54,500	33,925
Cyber Insurance	11,000	8,640	9,000	-2,000
Infrastructure Renewal	293,500	118,650	145,000	-148,500
Meeting Rooms	6,000	3,928	0	-6,000
Security Audit & Assistance	6,900	23,026	6,000	-900
Purchases for Local Municipalities	0	20,623	0	0
County Support Services	-178,795	-178,795	-89,904	88,891
Total IT SERVICES EXPENSES	585,290	380,335	672,960	87,670
Total GENERAL FUND	585,290	359,315	666,960	81,670

BUDGET SUMMARY – IT SERVICES	
To:	Warden and Members of Council
Date of Meeting:	February 19, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

Director of IT

Note - Below is a summary of only the major undertakings of the Director of IT Services – day to day or recurring administrative duties are not discussed.

- **Memorandum of Understanding for IT Shared Services**
 - A Memorandum of Understanding (MoU) was developed between the County and its 6 local municipalities respecting the provision of IT support across SDG.
 - The IT Director will be working closely with the County and all local CAO's to implement this important milestone in 2019.
 - IT Shared Services Governance Committee consists of the 6 local CAOs, County CAO and County Director of IT Services.
 - Governance Committee to provide direction to County IT Department on priorities and monitor service levels.
- **IT Staffing**
 - Filled IT Technician and Business Systems Analyst positions.
 - Enhanced ability to manage County and local municipal IT resources and provide IT Support services.
- **Onboarded North Stormont IT**
 - Transitioned IT Services to County IT Department over a 7 month period.
 - Migrated email and file sharing to cloud service provider (Office365).
 - Providing day to day IT support.
- **Managed Wifi in County Administration Building**
 - Designed and installed managed wireless network.
 - Improved security by separating corporate and public/guest use of network.
 - Ability to move throughout building without having to reconnect to separate department wifi networks.
- **IT Infrastructure**
 - Implemented new server to improve local municipalities' access to core County system.
 - Procured new servers to replace existing aging systems.

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2018 BUDGET VARIANCES:

- Wages and benefits were below budget. IT Technician and Business Systems Analyst were hired later in the year than contemplated.
- IT Training and Conferences were below budget. Lack of IT staff made it difficult for existing staff to take the time to attend conferences or training.
- Phone and internet were over budget due to payment made to previous cell provider from previous year.
- IT Strat Plan was significantly under budget. Majority of this line was comprised of consultant work which was not required largely due to in-house capability. Lack of IT staff also had an impact on our ability to start projects.
- IT Consultant was over budget. Third party IT Support service was continued beyond initial period due to lack of IT staff. The amount is balanced by under budget in IT Staffing.

2019 BUDGET IMPACT:

- Budget increases driven by planned improvements to IT Services to meet expectations set out in MoU, provide reliable IT infrastructure and improve our disaster recovery capabilities.
- Increases in wages and benefits reflects the cost of living index increase for 2018, salary step increases, proposed reclassification of one IT tech position to IT specialist role, and proposed addition of IT Services Coordinator role (subject to Council approval).
- Increase in Phone/Internet reflects plans to implement redundant internet connections.
- Increase to software purchases due to:
 - Addition of 2 previously unbudgeted network monitoring and security applications.
 - Anticipated increase in Office 365 licensing.
 - Renewal of security appliance license.
 - Addition of Human Resources and data center software licensing.
- Replaced IT Strat Plan Implementation line item with IT Infrastructure Renewal which includes major projects:
 - Internal telephone system.
 - Security camera for Admin building.
 - Network and connection improvements/disaster recovery.
 - Human resources and learning management systems.
 - Audio/visual equipment replacement for Council Chamber.

2019 BUDGET OPTIONS:

- Proposed budget reflects the commitments and priorities of the County and local municipalities.
- Approving proposed budget will enable County to continue to modernize our

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- systems and infrastructure to ensure County and municipal staff are well equipped to deliver services efficiently.
- Maintaining status quo with staffing would put budget at lower level than last year, but would impede our ability to deliver on our commitments.
 - Not implementing human resources and learning management system would see budget close to previous year but would not support efficient management of our people.

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
PLANNING DIVISION2018..... 20182019.....	CHANGE
GENERAL FUND				
PLANNING DIVISION REVENUE				
Planning Fees	-18,900	-14,189	-15,000	3,900
Land Division Fees	-141,000	-128,583	-129,600	11,400
GIS Revenue	-2,800	-131	-6,000	-3,200
Forestry Revenue	-27,500	-1,000	-36,075	-8,575
Total PLANNING DIVISION REVENUE	-190,200	-143,903	-186,675	3,525
PLANNING DIVISION EXPENSES				
Wages & Benefits	445,064	410,215	405,201	-39,863
Planning External support	0	0	30,000	30,000
Training, Travel & Memberships	22,450	7,159	18,500	-3,950
Software, Data & Licenses	60,735	62,506	90,000	29,265
Official Plan 5 Yr Review	15,000	63,307	150,000	135,000
Eastern Ontario Water Resources	15,000	10,537	0	-15,000
Natural Heritage Study	0	0	50,000	50,000
Forestry Management	18,375	24,338	28,075	9,700
Forestry Property Expenses	16,650	5,471	24,675	8,025
Roadside Forestry	15,000	12,597	15,000	0
Forestry Special Projects	35,000	26,104	35,000	0
Transfer To Forestry Reserves	0	0	35,000	35,000
Total PLANNING DIVISION EXPENSES	643,274	622,235	881,451	238,177
Total GENERAL FUND	453,074	478,333	694,776	241,702

BUDGET SUMMARY –PLANNING DIVISION	
To:	Warden and Members of Council
Date of Meeting:	February 19 & 20, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Continued to work on the *Official Plan* appeal;
- Received a total of 118 severance applications (2017 saw 138 applications);
- Provided final approval for two subdivisions and draft approval for one subdivision;
- Facilitated and participated in the local municipal planning working group meetings;
- Completed a variety of GIS projects, including, but not limited to:
 - Launch of the SDG Explorer and Community maps on the County's website;
 - Creation of a *Development Tracker* for public use on the County's website;
 - Mapping work and GIS analysis in support the County's *Official Plan* appeal;
- Funded the County's *Woodlot Advisory Service* (delivered through South Nation Conservation Authority);
- Initiated the County forest signage program and hosted forest working groups;
- Supported development of the County's *Regional Incentives Program*.

2018 BUDGET VARIANCES:

The following is provided as a summary of the major budget variances which occurred in 2018.

PLANNING REVENUE

The largest variance associated with *Planning* revenue is an unrealized forest harvest in 2018.

PLANNING EXPENSES

- The *Manager of Planning* vacancy and another staff maternity leave has resulted in an under-expenditure in salaries, as well as lower than budgeted expenditures within *Training, Travel and Memberships*;
- Official Plan 5-year review costs were much higher than budgeted because the County was forced to appeal the significant changes made by the Ministry of Municipal Affairs and Housing. Although the County had expected to incur some

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expenses associated with the decision, staff and Council were unprepared for the depth and breadth of the changes, and, accordingly have been preparing a vigorous defense, which has resulted in an over-expenditure due to the increased legal fees;

- As a result of the *Manager of Planning* vacancy, some of the forest initiatives originally planned for 2018 were not completed.

2019 BUDGET IMPACT:

PLANNING REVENUE

Overall, the 2019 planning revenue is similar to 2018. Revenue estimates from planning applications are forecasted based on three-year historical trends, and, forestry revenue associated with harvests are estimated from the forest operations plan. The 2019 harvest plan will be taking place in compartments 88 and 91 near Maxville. It should be noted that the County is removing more ash trees during harvests to attempt to gain some financial benefit from this species before they die out.

PLANNING EXPENSES

The *Wages and Benefits* expense reflects the current staffing levels within the division, and the need to rely on external resources to provide a continuation of business.

a) *Training, Travel and Memberships*

The *Training, Travel and Memberships* budget has slightly decreased to reflect the anticipated training requirements in 2019. This budget includes \$3,000 in sponsorship to the *Eastern Ontario Active Transportation Summit* hosted by the Township of South Stormont.

b) *Software Data and License*

The GIS aerial imagery will be updated in 2019 through 2020, resulting in increased expenses in *Software Data and Licenses*. This aerial photography is used on a daily basis, and, completed across Eastern Ontario through a collaboration with the County, Townships, Conservation Authorities and the Ministry of Natural Resources and Forestry.

c) *Official Plan Appeal (\$150,000)*

A major undertaking for the Department will be continuing the Official Plan appeal. Staff have included a significant budget to account for the continued legal costs and expenses associated with experts which may be required to support the County's position during hearings. Staff will continue to work with the Ministry in an attempt to resolve the appeal at a minimal cost; however, it is prudent to ensure that the County is adequately prepared and funded to fight the appeal.

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d) SDG Natural Heritage Study (partnership with Prescott-Russell) (\$50,000)

The new Official Plan requires the County to undertake a *Natural Heritage Study*. Prescott Russell is also planning to complete a Natural Heritage Study, and, staff are proposing to jointly collaborate with Prescott Russell to complete this activity in order to realize efficiencies and cost savings.

e) County Forest Management, Forest Property Expenses and Roadside Forestry

The overall *County Forest Management* costs have increased when compared to the 2018 budget. The 2019 plans include the following:

- Increased operational oversight, tree planting, tree marking, and costs associated with the harvest inspection;
- As part of the County's ongoing commitment to support the activities taking place at the Summerstown Forest, staff are proposing to complete phase 2 of this project; the installation of parking lot lights;
- Planting of living snow fencing along sections of County Road (investigating the north end of County Road 31).

f) Special Projects – Forestry (\$35,000)

With the resounding success of the woodlot advisory service offered by SDG (in partnership with South Nation Conservation) in 2018, staff are proposing to continue this program in 2019.

g) Creation of a Land Securement Fund Reserve (\$35,000).

In light of the forest cover loss experienced throughout the County, the previous Council indicated a willingness to continue to pursue the securement of additional forested land within SDG. Staff are proposing to create this fund through woodlot harvest revenues generated from County forests.

2019 BUDGET OPTIONS:

The following is provided as options for the Planning Division Budget.

1. Eliminate the transfer to forest reserves (\$35,000 savings)

As noted above, staff are recommending that Council utilize any revenue generated from harvests towards the establishment of a reserve (land securement fund). Council may choose to not direct revenues to this reserve, saving \$30,000 within the Planning Division budget.

2. Put Additional funds into the forest reserve (additional cost)

Alternatively, Council may wish to dedicate more resources to a land securement fund, adding to the \$35,000 currently proposed within the 2019 budget.

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3. Reduce the Official Plan Appeal Budget (savings vary)

Staff have conservatively estimated the expected costs necessary to fight the Official Plan Appeal based on the need for continued legal support and the potential requirement for expert testimony at a future hearing in 2019. Council may wish to reduce, or, eliminate the money budgeted to this effort. It is necessary to continue to rely on legal resources to provide the support for the appeal, and, complete elimination of the budget is not recommended.

4. Do not support the *Eastern Ontario Active Transportation Summit* (\$3,000 savings)

Council may wish to not provide support to the active transportation summit, realizing \$3,000 in savings in the 2019 budget.

5. Eliminate some Forestry Activities (e.g. roadside tree planting or Woodland Advisory Service), (\$15,000- \$50,000 savings)

Council can cut the funding proposed for 2019 roadside tree planting and conservation activities, resulting in \$15,000 to \$50,000 in savings depending on which project(s) Council would like to eliminate.

COUNCIL BUDGET



GL5410

Date : Feb 06, 2019

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Time : 3:15 pm

For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
2018..... 20182019.....	CHANGE
TRANSPORTATION DIVISION				
GENERAL FUND				
TRANSPORTATION REVENUE				
Aggregate Royalties	-45,000	-46,593	-48,000	-3,000
Entrance & Moving Permits	-65,000	-106,290	-82,000	-17,000
Sales & Recovered Costs	-30,000	-79,797	-60,000	-30,000
Recovered from Joint Tenders & Damages	0	-1,713,060	-10,000	-10,000
Salt Sold to Townships	-160,000	-185,852	-180,000	-20,000
RED Funding	-75,000	0	-67,500	7,500
OCIF Funding	-547,840	-597,840	-925,597	-377,757
OCIF Top-up Funding	0	-164,959	0	0
Gas Tax Funding	-2,064,600	-2,064,706	-1,982,600	82,000
Prefinanced Capital	0	-514,384	0	0
Reserve used for Sick Leave Payout	0	-2,793	0	0
Reserve used for Equipment	-243,000	-243,000	-30,000	213,000
Reserve used for Buildings	0	0	-20,000	-20,000
Reserve used for Bridges	-2,000,000	-427,000	-1,673,000	327,000
Reserves used for Construction	-505,000	0	-1,044,000	-539,000
Total TRANSPORTATION REVENUE	-5,735,440	-6,146,274	-6,122,697	-387,257
ROAD REPAIR & MAINTENANCE				
Patching & Sweeping	227,000	178,167	227,000	0
Shoulder Maintenance	245,000	182,653	245,000	0
Mowing, Brushing & Roadside Mtce	756,500	655,526	771,500	15,000
Culverts, Drainage & Ditching	1,188,000	953,578	1,147,700	-40,300
Painting & Specialty Marking	435,000	393,189	440,000	5,000
Signage, Lighting & Railway Crossings	397,000	370,091	386,000	-11,000
Guiderail	305,000	333,753	305,000	0
Plowing & Spreading	2,043,500	2,029,145	2,090,000	46,500
Winter Mtce Materials	2,580,000	3,450,049	3,180,000	600,000
Other Winter Maintenance	135,000	126,566	140,000	5,000
Winter Road Patrol	190,000	148,210	190,000	0
Minimum Mtce Standards Patrolling	310,000	290,581	310,000	0
Supervision & Locates	490,000	448,889	490,000	0
Total ROAD REPAIR & MAINTENANCE	9,302,000	9,560,397	9,922,200	620,200
ROAD ASSET MANAGEMENT & RECONSTRUCTION				
Resurfacing	10,332,100	11,012,804	10,948,000	615,900
Microsurfacing	0	0	450,000	450,000
Cracksealing	200,000	166,321	200,000	0
Ongoing Activities	93,000	58,235	115,000	22,000
Getting Ready	75,900	91,646	84,000	8,100
Road Projects	2,880,496	3,784,285	2,176,500	-703,996
Bridge Projects	4,123,000	2,651,223	3,900,000	-223,000
Transfer to Projects Reserves	380,000	709,000	150,000	-230,000
Total ROAD ASSET MANAGEMENT & RECONSTR	18,084,496	18,473,514	18,023,500	-60,996
ROAD EQUIPMENT & HOUSING				
Total Fleet Operating Costs	981,000	1,145,765	1,011,500	30,500
In-house Equipment Rental	-981,000	-1,113,165	-1,000,000	-19,000
New Equipment & Buildings	800,000	726,539	901,000	101,000
Transfer Equipment/Buildings Reserve	60,000	80,000	60,000	0
Total ROAD EQUIPMENT & HOUSING	860,000	839,139	972,500	112,500
ROAD OVERHEAD & ADMINISTRATION				
Administrative Wages	611,000	602,980	628,000	17,000
Garages	275,000	245,111	275,000	0
Training, Meeting & Conferences	72,000	73,872	72,000	0

COUNCIL BUDGET



For Period Ending 31-Dec-2019

	BUDGET	ACTUAL	BUDGET	BUDGET
TRANSPORTATION DIVISION2018..... 20182019.....	CHANGE
GENERAL FUND				
Health & Safety	35,000	33,630	37,000	2,000
Office & Drafting Supplies	45,800	42,113	48,000	2,200
Phone, Advertising & Communications	45,500	28,060	50,000	4,500
Insurance & Legal	70,000	70,838	85,000	15,000
County Support Services	289,000	288,480	303,288	14,288
Payroll Benefits, Holidays & Vacation	872,242	987,162	931,020	58,778
Payroll Burden Charged to Activities	-800,000	-976,693	-875,000	-75,000
Total ROAD OVERHEAD & ADMINISTRATION	1,515,542	1,395,553	1,554,308	38,766
Total GENERAL FUND	24,026,598	24,122,329	24,349,811	323,213

BUDGET SUMMARY – TRANSPORTATION SERVICES	
To:	Warden and Members of Council
Date of Meeting:	February 19 & 20, 2019
Subject:	2019 DRAFT BUDGET
Relevance to priorities:	All 4 County Strategic Priorities

2018 ACCOMPLISHMENTS:

- Transferred former County Road 4 (Lakeshore Drive) and County Road 1 (Carman Road) to the Municipality of South Dundas;
- Reconstructed County Road 37 (Queen Street) in Chesterville;
- Reconstructed Mariatown (Lakeshore Drive) for the Municipality of South Dundas as part of the previously completed transfer of this road;
- Reconstructed County Road 22 (Maxville) in partnership with the Township of North Glengarry;
- Began the detailed design for County Road 2 through Morrisburg;
- Completed major rehabilitations of Mountain Bridge, Berwick Bridge, Swale Bridge and Marionville Bridge;
- Replaced the Avondale Bridge on County Road 25 with a pre-cast concrete structure;
- Paved over 55 kilometers of road as part of the 2018 Hot Mix contracts – requiring over 65,300 tonnes of asphalt;
- Commenced the detailed design for a variety of bridges scheduled for rehabilitation/ replacement in 2019/ 2020;
- Completed approximately 9.5 million dollars of road repair and maintenance;
- Purchased one new tandem snow plow and two payloaders.

2018 BUDGET VARIANCES:

The following is provided as a summary of the major budget variances which occurred in 2018.

REVENUE

- Staff processed a far greater than average amount of moving permits in 2018, resulting in an increased revenue for *Entrance and Moving Permits*;
- The *Sales and Recovered Costs* revenue was under-estimated in 2018, and, has been adjusted in the 2019 budget to reflect more up-to-date values;
- Most of the large value associated with *Recovered from Joint Tenders and Damages* is made up of costs that were charged back to municipalities as part of the County's joint tendering activities. In 2018, the County completed a significant amount of work in partnership with the United Counties of Prescott Russell on County Road 7 (paving and bridge rehabilitation). This revenue is directly offset

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by an expense within the *Road Projects* expenses;

- Since Chrysler Bridge was not tendered in 2018, most of the *Bridge* reserve was not used.

ROAD REPAIR AND MAINTENANCE

Expenses under the *Road Repair and Maintenance* portion of the budget largely depends on the condition of the road system, weather and the number of unanticipated repairs that must be undertaken within a season (i.e. OPP call-outs, road closures, pipe, road, bridge and traffic light failures).

Significant variances within this item are noted as follows:

- The under-expenditure in *Patching and Sweeping* are a result of less than anticipated hand-patching and sweeping needs;
- The under-expenditure in *Shoulder Maintenance* was a result of fewer than normal shoulder wash-out repairs;
- *Mowing & Brushing* was under-spent largely due to a favorable weed-spraying tender. A lack of late year wind storms also reduced fall tree-trimming and clean-up requirements.
- Culverts, drainage and ditching was under budget due to the following:
 - Municipal drain expenses decreased when compared to historical average expenditures;
 - Staff completed a greater than anticipated amount of conventional culvert replacements in 2018, and, did not issue a culvert lining tender, resulting in an under expenditure in this area. Staff were able to focus efforts and redistribute costs to other areas such as ditching, cross culvert and entrance culvert replacements, and urban drainage improvements. Even with the redistribution of efforts, a net savings was realized;
- *Pavement and Specialty Markings* was under budget because the paint evaluations completed just in advance of marking activities confirmed that the final quantities were less than anticipated;
- *Winter Maintenance Materials* are over budget because of the frequency of winter responses that staff dealt with through 2018, and, the need to use salt to address these conditions. Freeze-thaws, ice rain, ice pellets and heavy snow necessitates the use of salt to comply with the *Minimum Maintenance Standards*;
- A savings was recognized under the *Winter Road Patrol* activity due to extensive winter maintenance requirements in 2018. If staff are responding to winter events, they are not “patrolling”. Stated another way: more time spent plowing results in less time and effort associated with winter patrolling.

TRANSPORTATION: ROAD ASSET MANAGEMENT AND RECONSTRUCTION

- With Council’s approval, TPS finished 2018’s *Road Resurfacing* activities over budget. A major contributor to this over-expenditure was asphalt cement

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- increase through the 2018 construction season;
- The major contributor to the under-expenditure in *Ongoing Activities* was that the cost to complete the 2018 *Road Needs Study* was less than budgeted;
 - *Road Projects* finished over-budget; however, this was largely attributable to the additional expenses associated with the joint work completed on a variety of road projects. The extra costs within these projects were directly offset by the additional revenue realized from the municipal partners. Actual County costs were less than budgeted because the Maxville project was not billed in 2018;
 - The Chrysler Bridge project did not start in 2018; therefore, the County was underspent within the *Bridge* budget.
 - The *Transportation Road Projects* budget was underspent because the Morrisburg design was carried into 2019. The project costs were transferred to a reserve, and included in the 2019 budget;
 - The *Transfer to Projects Reserves* includes both the Maxville project and Morrisburg project – work carried over from 2018 that will be completed in 2019.

ROAD EQUIPMENT AND HOUSING

Fleet operating costs include items such as equipment repairs and fuel. In 2018, County fleet operating expenses finished over budget largely due to high fuel prices. The internal equipment rental recovery was greater than budgeted due to the busy winter in January, February and March. This additional activity results in a “credit” which, will typically offset the increased operating expense.

OVERHEAD & ADMINISTRATION

- Garage operating expense were slightly underspent as several smaller projects were deferred while waiting for findings from 2018 condition assessment reports. Unfortunately, with the delay in receiving the assessment reports the opportunity to initiate any projects in 2018 had passed;
- Transfer to *Roads Projects Reserve* was greater than anticipated since the County has not been invoiced for the work in Maxville (budgeted in 2018, transferred to reserve and re-budgeted in 2019);
- TPS is under budget on *Phone, Advertising and Communications* as savings were realized through a full year of favorable cell phone contracts and reduced advertising costs;
- The *Payroll Benefits, Holidays and Vacation* was over-budget in 2018. This activity includes items such as vacation, sick leave, leaves with pay etc..., which can significantly vary from year to year. The 2019 budget has been increased to reflect up-to-date averages for these types of leaves.

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2019 BUDGET IMPACT:

REVENUE

The 2019 budget projects slightly increased revenues when compared to 2018. Detailed differences within revenues are noted as follows:

- The County's *Ontario Community Infrastructure Fund* (OCIF) allotment is increasing by \$377,757;
- The 10-year equipment replacement schedule contemplates the use of \$30,000 from the reserve. In 2018, significantly more was used to help offset the cost of the two new loaders;
- TPS will be using project-specific reserves to help offset the cost of some of the 2019 road and bridge projects.

ROAD REPAIR AND MAINTENANCE

Overall, the 2019 budget for *Road Repair and Maintenance* is proposed with a 6.7% increase when compared to 2018 budget values, and, 97% of this increase (\$600,000) is directly related to the anticipated increase in the cost of salt. Other specific changes within this budget are noted as follows:

- *Mowing, Brushing and Roadside Maintenance* has been increased to accommodate the improved level of service desired on the roundabouts (estimating \$20,000 for roundabout maintenance). The County's roadside chemical treatment program is budgeted with a slight decrease (\$5,000) as staff are recommending that the County conduct a weed audit in lieu of undertaking its typical spraying program, resulting in a net increase of \$15,000 for this activity;
- Staff have decreased the *Culverts, Drainage and Ditching* budget to reflect recent trends of reduced maintenance costs associated with storm sewer flushing and inspections;
- The County's painting and specialty marking multi-year contracts have expired, and will be going out for tender this year. Contractors have advised staff that paint costs have increased, which is reflected in the increased budget for this activity;
- The *Signage, Lighting and Crossings* budget has been reduced to reflect historical trends in reduced costs associated with after hour emergency call-outs;
- The *Plowing and Spreading* budget has been increased to account for inflationary costs on this labour intensive activity.

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ROAD ASSET MANAGEMENT AND RECONSTRUCTION

Resurfacing

Since 2011, County Council has been following the recommendations of SDG's *Road Needs Studies* and the associated resurfacing and asset management plans. Council has historically taken an aggressive and proactive approach to infrastructure management; completing the plans within the recommended 4-year timeframes and advancing many other important projects that were not included in the plan (e.g. County Road 2 east of Lancaster, Newington reconstruction, County Road 4, County Road 1, intersection of County Road 1 and 2, Long Sault rehabilitation and, County Road 37 etc.).

In spring 2018, the entire road system was again re-evaluated to ascertain its current condition and future needs. This pavement evaluation exercise resulted in a four-year resurfacing plan providing SDG with the greatest return on investment in accordance with good *Asset Management Planning*. An overview of the study and associated recommendations will be provided to Council at the February regular meeting of Council.

A summary of the findings of the road study were as follows:

- The overall system adequacy was measured at 60%, which is a decrease compared to previously measured system adequacy of 81% in 2014;
- The average system condition has dropped from 63% to 61%;
- Failure modes continue to be reflective cracking and structural failure;
- The County must continue to focus on completing base repairs during overlay work to inhibit the propagation of reflective cracking through new asphalt;
- There are significant needs that cannot be addressed in the short term without major budget impacts, and, the County should continue to focus its' efforts on the best 'value-for-dollar' projects using achievable budget values. The work completed over the past four years has done well to mitigate against the further decrease of the system condition;

The 2019-2022 resurfacing plan presents a targeted expenditure providing SDG the best "return on investment" based on condition, financial capacity and typical deterioration profiles. This approach focuses on a budget-based model rather than striving to complete a specific kilometer-goal per year, or improving the system to a specific rating. Should Council wish to increase (or decrease) the budget, or change the targets, the values can easily be input into the up-to-date model to ascertain where the best value can be achieved.

Since 2016, the County has amended its asphalt specification to ensure the asphalt cement is high-quality. Although the County pays a premium for this product, it is expected the improved quality of the asphalt cement will mitigate some of the pre-

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mature cracking that has commonly occurred on County roads; ultimately resulting in improved lifecycle performance of the asphalt.

The table below notes the recommended program for 2019 based on the best return on investment modelled within the County's asset management plan. A copy of the full four-year resurfacing plan is attached with the budget document.

The deterioration modeling continues to recommend the County focus its resurfacing efforts on restorative activities (i.e. pulverize and resurface or cold-in-place resurfacing to eliminate any reflective cracking).

Table 1: Resurfacing Projects from the 4-Year Plan Included in the 2019 Budget

County Road No.	Location	Estimate
1	END OF CURB & GUTTER-to-HADDO ROAD	\$276,000.00
2	SUMMERSTOWN E. LIMIT-to-150M WEST OF PILON POINT ROAD	\$800,000.00
6	COUNTY ROAD 13-to-FINCH ROXBOROUGH BOUNDARY ROAD	\$510,000.00
12	COUNTY ROAD 43-to-CPR CROSSING	\$145,000.00
18	225 M EAST OF PROCTOR ROAD-to-COUNTY ROAD 34	\$490,000.00
18	PROCTOR ROAD-to-225 M EAST OF PROCTOR ROAD	\$59,000.00
19	0.5 KM W RD 17-to-COUNTY ROAD 17	\$100,000.00
23	300M NORTH OF COUNTY ROAD 24-to-BREADALBANE ROAD	\$715,000.00
24	DUNVEGAN EAST LIMIT-to-COUNTY ROAD 34	\$2,200,000.00
24	COUNTY ROAD 20-to-DUNVEGAN WEST LIMIT	\$1,600,000.00
24	COUNTY ROAD 24 - DUNVEGAN ROAD-to-DUNVEGAN EAST LIMIT	\$155,000.00
28	ROBERTSON ROAD-to-COUNTY ROAD 8	\$998,000.00
28	COUNTY ROAD 31-to-ROBERTSON ROAD	\$495,000.00
30	DUNVEGAN NORTH LIMIT-to-PRESCOTT AND RUSSELL BOUNDARY	\$550,000.00
43	COUNTY ROAD 20 NORTH LEG-to-COUNTY ROAD 20 SOUTH LEG	\$445,000.00
43	COUNTY ROAD 20 - SOUTH LEG-to-COUNTY ROAD 30 - GREENFIELD ROAD	\$1,160,000.00
Various	Miscellaneous Skin-Patching (hot mix patching where road conditions warrant – exact locations to be confirmed in spring 2019)	\$250,000.00
	TOTAL	\$10,948,000.00

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The 2019 draft crack-sealing budget is proposed at \$200,000 and micro surfacing at \$450,000. Both crack-sealing and micro surfacing are very cost-effective pavement preservation activities that, when performed at the right time, help to extend the life and long-term condition of asphalt.

Ongoing Activities

In 2019, the County will be completing its' annual traffic counting program (\$30,000). Regular traffic counting is necessary to ensure roads are accurately classified in accordance with the *Minimum Maintenance Standards*. Note, the County strives to update its traffic counts approximately once every three years (target of one-third of the County per year). This work is generally completed by summer students.

In 2019, the County is also required to complete its biennial bridge inspections (\$80,000), and, staff have included this work in the budget.

Getting Ready

The "Getting Ready" portion of the budget includes in-house design for various miscellaneous activities and unplanned land fees (\$84,000).

Road Projects

The following major road projects have been included in the 2019 budget:

1) County Road 20 and County Road 22 Maxville (\$610,000)

Although the work is mostly complete, the County will be invoiced for costs associated with the reconstruction of County Road 22 and improvements on County Road 20.

2) County Road 2 Morrisburg (\$211,500)

The County will be completing with the detailed design of the County Road 2 corridor in Morrisburg. The expense of this design work is being partially offset through the *Rural Economic Development* fund provided by the Province of Ontario and the use of unspent funds budgeted in 2018, which were subsequently transferred to this project reserve.

3) County Road 34, Alexandria - Environmental Assessment (\$190,000)

County Road 34 between County Road 10 and the north limits of town is quickly deteriorating and will soon require intervention. Also, there continues to be ongoing parking concerns, increased pedestrian demands, conflicts with commercial vehicles and aged underground utilities that are approaching the end of their service lives. Staff are proposing the County undertake a comprehensive Municipal Class Environmental Assessment for this corridor to determine what, if any, changes should be considered to the overall layout and configuration of this

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road, ultimately providing guidance for the detailed design. Costs associated with topographic and legal surveying and geotechnical testing are also included in the budget for this project.

4) Traffic Signal Replacement – County Road 34 and 43 Alexandria (\$250,000)

Based on the County's ten-year capital plan, the traffic signals at County Road 34 and County Road 43 are scheduled for replacement in 2019. For the past several years, the County has been putting money into a reserve to offset this expense.

5) County Road 5 Drainage Study (\$25,000)

Previous Councils have expressed varying levels of interest in rehabilitating County Road 5 between Winchester Springs and the Oak Valley Bridge. This section of road floods during the spring freshet. Staff recommend that prior to any comprehensive rehabilitation, the County undertake a drainage analysis to ensure that the future road and cross culverts are designed to handle the flood levels.

6) Clean-up, County Road 37 (Queen Street) Chesterville (\$80,000)

There are several items that need to be cleaned up on the County Road 37, Chesterville project. This work will be offset from unspent funds from the 2018 project (reserve).

7) Milton Hoy Municipal Drain Repairs (\$125,000)

The culvert carrying the Milton Hoy Municipal Drain on County Road 1 requires some repair work to maximize the service life of the structure.

8) Culvert Replacement, Lakeshore Drive (\$600,000)

As part of the transfer of Lakeshore Drive to the Municipality of South Dundas, the County committed to replacing the culvert located at the west end of the road. This pipe continues to near the end of its service life, and, requires replacement in the near future.

9) Culvert Repairs, County Road 13 (\$85,000)

Several large culverts on County Road 13, west of Morewood, require additional stabilization to eliminate a safety hazard and prevent further erosion of the road shoulder.

Bridge Projects

The following bridge projects have been included in the 2019 budget:

- 1) Chrysler Bridge Rehabilitation (\$1,200,000)
- 2) Hoople Creek Bridge Rehabilitation (\$980,000)
- 3) Finney Creek Culvert Replacement (\$475,000)
- 4) Unnamed Culvert on County Road 12 Replacement (\$410,000)

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- 5) Stoney Creek Culvert Replacement (\$360,000)
- 6) Hollister Pipe Abandonment (\$165,000)
- 7) Grey's Creek Bridge Rehabilitation Design (\$70,000)
- 8) Hoasic Creek Bridge Rehabilitation Design (\$60,000)
- 9) South Branch Bridge Rehabilitation Design (\$60,000)
- 10) Boundary Road Bridge Rehabilitation Design (\$60,000)
- 11) Miscellaneous Design Work, pending OSIM findings (\$60,000)

Transfer to Reserves

Annually, County Council has been approving \$150,000 budget to a *Roads Building Reserve* as part of a long-term asset management plan for the existing salt storage and garage facilities.

ROAD EQUIPMENT AND HOUSING

Yearly equipment purchases are coordinated with the County's long-term equipment replacement schedule. The purpose of this schedule is to stabilize equipment replacements so that *Transportation and Planning Services* has predictable purchases year over year with the intent of disposing equipment before it becomes a financial burden. A predictable replacement schedule allows staff to invest in today's repairs based on the expected service life of each vehicle. A copy of the 10-year equipment replacement schedule is attached. The schedule is based on 2018 dollars and reflects current market prices. Staff will continually monitor market pricing to ensure that the equipment reserve is adequately funded. With a well-planned and executed equipment replacement schedule, staff are able to keep fleet operating costs relatively stable because the condition and age of the fleet remains the same.

Fleet Operating Costs and *In-house Equipment Rental* recovery are proposed with minimal changes, reflecting historical costs, trends and increases associated with fluctuating fuel pricing. For interest, the County budgets approximately \$450,000 in fuel expenses annually.

a) New Equipment

In 2019, the equipment replacement schedule includes the following:

- Purchase of one tandem snowplow (\$265,000). Note, this budget item is susceptible to price variance due to the exchange rate between CAD and USD as well as trade laws;
- Purchase of one ¾ tonne heavy duty cab-chassis (\$50,000);
- Purchase of three light duty pick-ups (\$35,000 each);
- Purchase of four flail mower attachments for roadside mowing (\$15,000 each);
- Replacement unit for Library cube van (\$60,000).

Staff have also budgeted \$90,000 to purchase a shoulder spreader attachment

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due to limited availability in the rental market, and the increased production envisioned with County-owned equipment.

b) Housing

The 2019 Housing budget includes the following:

- Tarp repairs at various shops (\$80,000);
 - o As mentioned during the January Council meeting, the tarps covering the County's salt storage facilities have experienced a significant number of tears. Staff are investigating the root causes of this issue with the designer;
- TPS is proposing to complete minor upgrades to the County's *Road Weather Stations*, specifically replacing the broken and dated sensors used for monitoring asphalt condition (\$30,000);
- Over the past four years, Council has invested in the replacement of garage doors at the various patrol garages. The Green Valley shop is the final set of doors that are to be replaced (\$35,000);
- With the completion of the 2018 facility condition assessment reports, staff are now prepared to complete more detailed building facility plans to provide specific recommendations for needed repairs / upgrades (\$20,000);
- As previously reported to Council, staff are recommending the implementation of a two-way radio system for operations staff (\$106,000). The County currently owns a radio tower north of Newington and continues to pay to maintain a dedicated radio frequency (minimal fee). When this system was previously in service, it is understood that the tower was able to broadcast across SDG. The County's budget is based on equipping the County alone; however, the intention as this project goes forward is to implement a scalable solution to accommodate local partner's needs.

ROAD OVERHEAD AND ADMINISTRATION

a) Wages

The increase in wages reflects cost-of-living adjustments for salaried employees.

b) Garages and Training

Staff propose a zero increase for shop operating expenses and training expenses in 2019.

c) Office and Drafting Supplies

The office and drafting supplies budget demonstrates a slight increase to offset the expected costs associated with computer replacement and the lease renewal of the existing large floor printer/ scanner unit.

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d) *Communications*

Staff are proposing to trial *Municipal 511* to improve external communications regarding road conditions; particularly those that rely on navigation enabled devices. The annual cost to implement *Municipal 511* is approximately \$6,000 per year, and includes a component that can be used by first responders. This is a joint initiative with the County's Emergency Management Coordinator and supported by all the public works officials and fire chiefs across SDG.

e) The *Insurance and Legal* budget has increased \$15,000 to account for the increased legal support associated with the 2019 CUPE union negotiations.

f) *Payroll Benefits* budget has been increased to match historical expenditures associated with this activity.

2019 BUDGET OPTIONS:

Council and staff have identified a variety of projects that can be considered as options within the 2019 budget.

1. County Road 1 from Hulbert Road to Irish Headline Road (\$505,000)

Completing this section of County Road 1 would finish this road in its entirety. Adjacent sections of County Road 1 have been completed over the past several years, and this work is considered a logical extension of work that has been previously completed.

2. County Road 7 from the East Limits of Elma to Dunbar (\$860,000)

Council requested that staff include this section of road as an option in the 2019 budget. It should be noted this road section is included in the four-year plan, specifically proposed to be completed in 2022.

3. County Road 8 from the intersection of County Road 8/18 (south) to the intersection of County Road 8/18 (north) (\$400,000)

This section of road experiences a significant amount of frost heaving during the spring thaw, impacting the rideability of the road. The above-noted budget includes some drainage improvements and additional granular stone. The proposed repair is similar to the repair completed by the County on the frost-susceptible section of County Road 1 north of South Mountain.

4. Transfer of County Road 17 between County Road 27 and Williamstown to the Township of South Glengarry (no budget impact in 2019)

Council expressed an interest in pursuing the transfer of a portion of County Road 17 to the Township. The road surface is in reasonable shape; however, due to the time

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of year, staff cannot perform a detailed assessment of the condition of the underground infrastructure. Accordingly, if Council wishes to pursue this concept as a priority in 2019, staff can complete a detailed assessment and report back in summer 2019 with a detailed plan on how to proceed with potential impacts to the 2020 budget.

5. County Road 20 North of Martintown to Kenyon Concession Road 1 (\$1,510,000)

Council requested that staff include this section of road as an option in the 2019 budget. It should be noted this road section is included in the four-year plan, specifically proposed to be completed in 2020.

6. County Road 22 from Highway 138 to Maxville

This section of County Road 22 requires a pulverize and resurface, with 100mm of hot mix asphalt. The preliminary estimated cost to complete this work was \$1,500,000 (2017 dollars), and did not include any additional granular material which may be required to strengthen the road base, nor any costs for the relocation of drainage / road widening.

As Council is likely aware, this section of County Road 22 has municipal drains and relatively deep ditches along portions of its length, making the typical County widening unlikely unless these drains and ditches can be relocated. A cursory review of property boundaries along this section of road suggests that widening/ relocation of ditches may not be feasible because of deficient right of way width. Accordingly, Council can consider two sub-options if it is deemed to be a priority to begin addressing this road:

Sub-option 1: Accept a rehabilitation cross-section that is less than the current County standard.

This option would permit the County to address County Road 22 sooner rather than later and would result in the rehabilitation of the road at a standard less than the County's typical cross section (3.5m lanes plus 1.0m paved shoulders). A reduced cross section has been completed in other locations in recent years (County Road 18 west of Brinston).

Sub-option 2: Begin the planning for a typical rehabilitation.

If Council desires that County Road 22 be reconstructed to the County's typical cross section, it is advised that a full legal plan and topographic survey be coordinated to begin planning and designing for the ultimate rehabilitation. Staff recommend a budget of \$70,000 to begin the survey work (topographic and legal), title searching, property appraisals and start of property acquisitions, with the intent of completing the work in 2020 and beyond.

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7. County Road 31 from County Road 2 north to Tollgate Road (\$1,800,000)

Without the benefit of a geotechnical analysis and detailed review of the underground infrastructure, staff have completed a preliminary estimate for County Road 31 between County Road 2 and Tollgate Road. Based on geotechnical work completed adjacent to this section, staff have completed the estimate assuming that an expanded asphalt and single lift is sufficient to maintain the structural integrity of the road. It is noted this section of County Road 31 has not been included in the 4-year resurfacing plan.

8. Upgrading County Road 45 to a Full Load Road

Staff have noted that a portion of County Road 45 is proposed for rehabilitation in 2021. Staff would recommend that Council allow the *Environmental Assessment (EA)* study in Alexandria to be completed, as it is expected that this study will provide the County with good direction on how it should be managing truck traffic through downtown; confirming if there is value in investing in improving the structural capacity of this road as part of an overall strategy for the area. The findings of the EA will coincide well with the timing of the proposed improvements on County Road 45. On a very preliminary level, staff estimate the costs of complete upgrading to a full-load road would be approximately \$1,600,000 based on the incomplete geotechnical information currently available.

9. County Road 43 from County Road 31 to Chesterville (\$2,000,000- \$3,100,000)

Without the benefit of a geotechnical analysis and detailed review of the underground infrastructure, staff have completed a preliminary estimate for County Road 43 between County Road 31 and Chesterville considering both an expanded asphalt rehabilitation (single lift), and a double lift of asphalt. It is noted that this section of County Road 43 is in poor condition, and likely to be identified as a resurfacing candidate in the next 4-10 years; however, it has not been included in the proposed 4-year resurfacing plan.

10. Repairs to the Catchbasins on County Road 3, Winchester (\$75,000)

Staff have reviewed the existing drawings associated with the storm sewer on County Road 3, west of St. Lawrence Street, and, devised a low cost solution in lieu of completely relocating the sewer pipe and catch basins. Staff are proposing to remove the existing catchbasin lids located within the wheel paths, expose the catchbasin top and lag a thick steel plate to the surface of the concrete structure. This steel plate would be covered with asphalt, and the area regraded to convey water to the adjacent catchbasin lids. This repair is not considered to be a long-term solution, but rather an interim solution to allow the storm sewer and road surface to continue reaching the end of their respective service life. It should be noted this repair is predicated on the assumption that as-built design of the existing catchbasins is in accordance with the existing drawings.

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11. Eliminate the Shoulder Spreader (\$90,000 savings)

Although staff are confident that an in-house shoulder spreading unit would result in improved efficiencies with our shouldering activities, if Council is looking to reallocate resources to other priorities, it may chose to remove this item from the budget.

12. Defer the replacement of the culvert on Lakeshore Drive (Up to \$600,000 in savings)

Although it has been noted the culvert is nearing the end of its' service life, and, the County has committed to replacing the pipe as part of the transfer agreement with South Dundas, more recent inspections of the culvert suggest it continues to maintain its integrity. Council may direct staff to defer this work, and, reallocate some or part of the funds to other projects. If some funds are reallocated, the remaining can be placed in a reserve for top-up in 2020.

13. Scale back or remove the Two-Way Radio project (\$50,000 -\$106,000 savings)

The proposed two-way radio project can be easily phased in over several years because a large expense associated with the work is attributed to the purchase of equipment for vehicles. If Council wished to identify some savings, staff would focus on purchasing the units needed for the snowplows and patrol vehicles, and complete the balance of the fleet in 2020.

14. Phase, or defer, several of the resurfacing projects (savings vary)

Some of the larger resurfacing projects can be phased beyond 2019 to allow Council to allocate some funds to other projects. For example, Council can commit to completing half of County Road 24 in 2019, and the remainder in 2020, allowing a re-allocation of funds to other projects. Alternatively, Council can choose to defer some of the resurfacing proposed within the 2019 budget. This option is not recommended as deferral of proposed resurfacing work would work against the four-year resurfacing plan.

ATTACHMENTS:

- 2019-2022 Resurfacing Map
- 10-Year Equipment Replacement Plan

Transportation and Planning Services - Equipment Replacement Schedule

Patrol #1 Winchester Springs Equipment Description	Unit No.	Planned year of replacement										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2017 CHEV SILVERADO LT DOUBLE CAB	P50									\$ 40,000		
2015 FORD F350 SUPERCAB 1-TON DUMP	P33							\$ 60,000				
2015 FORD F250 3/4 TON SUPERCAB	P35					\$ 50,000						
2007 DODGE RAM 2500 ST 3/4 TON	P22			\$ 40,000								
2017 CHEVROLET SILVERADO LS HALF	P49										\$ 35,000	
2016 DODGE RAM SLT HALF TON	P40								\$ 35,000			
2009 CHEVROLET SILVERADO 1500	P26											\$ 35,000
2017 FREIGHTLINER 114SD SFA 6X4	631											
2011 INT'L WORKSTAR 7600 SFA 6X4	623										\$ 265,000	
2009 STERLING LT9511 6TON TANDEM	620							\$ 265,000				
2005 INT'L WORKSTAR 7600 SFA 6X4	617					\$ 265,000						
2003 INT'L WORKSTAR 7600 SFA 6X4	611		\$ 265,000									
2008 MASSEY FERGUSON 5465 TRACTOR	T05											\$ 125,000
2009 NEW HOLLAND T5050 TRACTOR	T09											
2004 FERRI TP60 FLAIL HEDGE MOWER	A01		\$ 40,000									
2017 MASSEY FERGUSON DM1361 DISC	A39		\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000
2015 BERTI TA/S 220 FLAIL MOWER	A31	\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000	
1997 FARMI 250 CHIPPER/SHREDDER	A05											
1982 LINCO 60-212T 5TON DOUBLE AXLE	H02											
2018 CASE LOADER 721G XR	L09											
Subtotal Patrol #1		\$ 15,000	\$ 320,000	\$ 40,000	\$ 15,000	\$ 330,000	\$ -	\$ 340,000	\$ 50,000	\$ 40,000	\$ 315,000	\$ 175,000
Patrol #2 Finch Equipment Description	Unit No.	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2015 DODGE RAM 1500 SLT QUAD CAB	P37							\$ 40,000				
2015 FORD F350 SUPERCAB 1-TON DUMP	P34							\$ 60,000				
2015 FORD F250 3/4 TON SUPERCAB	P36					\$ 50,000						
2007 DODGE RAM 2500 ST 3/4 TON	P24			\$ 40,000								
2017 CHEVROLET SILVERADO LS HALF	P48									\$ 35,000		
2016 CHEVROLET SILVERADO 1500 REG	P42								\$ 35,000			
2009 CHEVROLET SILVERADO 1500	P27		\$ 35,000									
2017 FREIGHTLINER 114SD SFA 6X4	632											
2015 INT'L WORKSTAR 7600 SFA 6X4	629											
2012 INT'L WORKSTAR 7600 SFA 6X4	624											\$ 265,000
2010 INT'L WORKSTAR 7600 SFA 6X4	622									\$ 265,000		
2003 INT'L WORKSTAR 7600 SFA 6X4	612			\$ 265,000								
2008 MASSEY FERGUSON 5465 TRACTOR	T06										\$ 125,000	
2009 NEW HOLLAND T5050 TRACTOR	T10											
2008 FERRI TSE70Z TRIMMER (F)	A16		\$ 40,000									
2017 MASSEY FERGUSON DM1361 DISC	A36		\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000
2015 BERTI TA/S 220 FLAIL MOWER	A32	\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000	
1997 FARMI 250 CHIPPER/SHREDDER	A06											
2001 JDJ-GDL DOUBLE AXLE TRAILER	H04											
2002 9 TON TRI-AXLE TRAILER	H06											
2000 CASE 621C LOADER	L06			\$ 225,000								
1972 MASSEY FERGUSON 2500 FORK LIFT	L01											
2003 JOHN DEERE GRADER (WEST)	G03											
Subtotal Patrol #2		\$ 15,000	\$ 90,000	\$ 530,000	\$ 15,000	\$ 65,000	\$ -	\$ 115,000	\$ 50,000	\$ 300,000	\$ 140,000	\$ 280,000
Patrol #3 Green Valley Equipment Description	Unit No.	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2017 CHEV SILVERADO LT DOUBLE CAB	P47									\$ 40,000		
2013 FORD 350 SUPERCAB ONE TON DUMP	P30					\$ 60,000						
2015 CHEV SILVERADO 3/4 TON	P38					\$ 50,000						
2006 DODGE RAM 2500 QUAD CAB	P19		\$ 35,000									
2012 DODGE RAM 1500 4X4	P29				\$ 35,000							
2016 DODGE RAM SLT HALF TON	P41								\$ 35,000			
2016 FORD F250 XL SUPER CAB 4X2	P45						\$ 50,000					
2014 INT'L WORKSTAR 7600 SFA 6X4	628											
2014 INT'L WORKSTAR 7600 SFA 6X4	627											
2012 INT'L WORKSTAR 7600 SFA 6X4	625											
2009 STERLING LT9511 6 TON TANDEM	621								\$ 265,000			
2003 INT'L WORKSTAR 7600 SFA 6X4	613	\$ 265,000										
2008 MASSEY FERGUSON 5465 TRACTOR	T07										\$ 125,000	
2009 NEW HOLLAND T5050 TRACTOR	T11											
2004 FERRI TP60 FLAIL HEDGE MOWER	A02				\$ 40,000							
2017 MASSEY FERGUSON DM1361 DISC	A37		\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000
2015 BERTI TA/S 220 FLAIL MOWER	A33	\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000	
1997 FARMI 250 CHIPPER/SHREDDER	A07											
2001 JDJ-GDL DOUBLE AXLE TRAILER	H05											
2018 CASE LOADER 721G XR	L08											
2003 JOHN DEERE GRADER (EAST)	G04											
Subtotal Patrol #3		\$ 280,000	\$ 50,000	\$ -	\$ 90,000	\$ 125,000	\$ 50,000	\$ 15,000	\$ 315,000	\$ 40,000	\$ 140,000	\$ 15,000
Patrol #4 St Andrews West Equipment Description	Unit No.	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2017 CHEV SILVERADO LT DOUBLE CAB	P51									\$ 40,000		
2013 FORD 350 SUPERCAB ONE TON DUMP	P31					\$ 60,000						
2016 FORD F250 XL SUPER CAB 4X2	P46						\$ 50,000					
2007 DODGE RAM 2500 ST 3/4 TON	P23				\$ 35,000							
2003 FORD F250 3/4 TON PICKUP	P14	\$ 35,000										
2007 DODGE RAM 1500 ST HALF TON	P21	\$ 35,000										
2016 DODGE RAM SLT HALF TON	P39								\$ 35,000			
2016 INT'L WORKSTAR 7600 SFA 6X4	630											
2013 INT'L WORKSTAR 7600 SFA 6X4	626											
2008 INT'L WORKSTAR 7600 SFA 6X4	619						\$ 265,000					
2019 FREIGHTLINER 114SD STA	633											
2003 INTERNATIONAL 7600 6TON TAND	614				\$ 265,000							
2008 MASSEY FERGUSON 5465 TRACTOR	T08											\$ 125,000
2009 NEW HOLLAND T5050 TRACTOR	T12											
2008 FERRI TSE70Z TRIMMER (SA)	A15				\$ 40,000							
2017 MASSEY FERGUSON DM1361 DISC	A38		\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000
2015 BERTI TA/S 220 FLAIL MOWER	A34	\$ 15,000			\$ 15,000			\$ 15,000			\$ 15,000	
1997 FARMI 250 CHIPPER/SHREDDER	A08											
1982 LINCO 60-212T 5TON DOUBLE AXLE	H03											
2014 CASE LOADER 721F XR	L07											
Subtotal Patrol #4		\$ 85,000	\$ 15,000	\$ -	\$ 355,000	\$ 75,000	\$ 315,000	\$ 15,000	\$ 50,000	\$ 40,000	\$ 15,000	\$ 140,000
Administration / Survey / Shared Equipment Description	Unit No.	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2016 CHEVROLET SILVERADO 1500 DOUBLE	P43								\$ 40,000			
2014 FORD F150 SUPERCAB 4X4	P32						\$ 40,000					
2007 DODGE RAM 1500 ST HALF TON	P20	\$ 35,000										
SURVEY - 2007 GMC SAVANA CARGO VAN	S04		\$ 35,000									
SWEEPER - 2005 GMC 4500 ONE TON	S02							\$ 70,000				
LIBRARY VAN-2012 GMC UNICELL VAN	S03	\$ 60,000										
2008 DODGE RAM 2500 SLT 3/4 TON (MECHANICAL)	S05	\$ 50,000										
2014 NISSAN ROGUE SUV AWD (SILVER)	S06						\$ 30,000					
2014 NISSAN ROGUE SUV AWD (SILVER)	S07						\$ 30,000					
Subtotal Other		\$ 145,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 70,000	\$ 40,000	\$ -	\$ -	\$ -
Total Annual Equipment Cost		\$ 540,000	\$ 510,000	\$ 570,000	\$ 475,000	\$ 595,000	\$ 465,000	\$ 555,000	\$ 505,000	\$ 420,000	\$ 610,000	\$ 610,000
To / From Reserve		\$ (30,000)	\$ -	\$ (60,000)	\$ 35,000	\$ (85,000)	\$ 45,000	\$ (45,000)	\$ 5,000	\$ 90,000	\$ (100,000)	\$ (100,000)
Budget Impact		\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000	\$ 510,000
Reserve Balance (projected)		\$ 164,337	\$ 194,337	\$ 234,337	\$ 244,337	\$ 329,337	\$ 304,337	\$ 399,337	\$ 419,337	\$ 474,337	\$ 614,337	\$ 614,337
Expected revenue from surplus equip.		\$ 60,000	\$ 40,000	\$ 70,000	\$ 50,000	\$ 60,000	\$ 50,000	\$ 65,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 90,000